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Disabilities act

Why employers are confused





TOMORROW'S Weekend FT Japanese break

FRIDAY MARCH 15 1996

### France pinpoints **Chartres for third** Paris airport site

World Business Newspaper

The third airport for Paris should be built south-west of the French capital close to the cathedral city of Chartres, a government commission recommended. Jacques Douffiagues, a former transport minister, said his commission group had picked an area encompassed by the communes of Santeuil, Beauvilliers and Sainville, in the Eure-et-Loire departement, for the airport, due to be built in the next century. The announcement was greeted with disappointment in the Picardie, Haut Norman-die and Central regions, which had proposed rival sites and lobbied strenuously for them over the last few months. Page 18



US backs Bosnia weapons meeting
US and Turkish officials will today host a conference on providing military aid to Bosnia, amid strong European complaints that the rearmament plan is likely to undermine the peace pro-cess. The conference has been criticised by the French foreign ministry. which said the priorities In Bosnia should be sta-

bility and reconstruction rather than weapons procurement. It has also been deplored by officials close to Carl Bildt (above), the international mediator. In defence of the conference, US officials have said that military aid to Bosnia was clearly envisaged in the Dayton peace agreement. Page 18

Yeltsin to crack down on civil servants: The Kremlin is planning a crackdown on civil servants who have abused their positions on the boards of partially privatised companies, a senior presidential adviser said. Page 2

BTR to accelerate non-core divestment: BTR, the industrial conglomerate, said it would accelerate its withdrawal from non-manufacturing operations after reporting a 6 per cent increase in full-year profits. Page 19; Lex, Page 18

Forbes endorses Dole campaign: Steve Forbes, bowed out of the race for the Republican presidential nomination and endorsed Senator Bob Dole for the task of trying to meseat Bill Clinton in November. Page 18; Could do better, Page 16

Deutsche Telekom's mobile telephone arm DeTeMobil will lead a consortium which has won a stake in a Czech GSM digital mobile telephone licence, one of two being offered to introduce competition to the market for the first time.

Olympic Always head sacked: Greece's transport minister, Haris Kastanidis, sacked the chairman of Olympic Airways, the troubled state carrier, and said he would replace the board of directors because of "administrative problems" in running the airline. Page 2

Brittan forecasts six to seven in Emu: A "critical mass" of four or five countries would join France and Germany in adopting a single currency in 1999; Sir Leon Brittan, the EU trade commissioner, said at a conference in London on European monetary union. Page 2

Siemens Mindorf, the computing subsidiary of Germany's Siemens group, has acquired a 10 per cent equity stake in Vobis, another German PC manufacturer, Page 21

BASF, the German chemicals company, announced the acquisition of a DM500m (\$237m) majority stake in Hokuriku Seiyaku, a Japanese drugs company.

Prices down despite faster US growth: US wholesale prices fell last month for the first time since last June, indicating that inflation remains subdued in spite of recent evidence of faster economic growth. Page 4; Currencies, Page 29; World stocks, Page 40

Fleming American Investment Trust said the US Environmental Protection Agency had formally instituted proceedings against it in a claim for the costs of cleaning-up a polluted site in Slidell, Louis-

The National Power Corporation, the Philippines' largest state-owned company, which is due to be privatised in the next 12 months, saw net profits tumble 35 per cent to 3.9bn pesos (\$149m) last year as a result of higher fuel prices and lower subsidies. Page 23

World Cup Cricket: Australia beat the West Indies by five runs in their semi-final match in Chandigarb, India, and now meet Sri Lanka in Sunday's final in Lahore, Pakistan.

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with tradition

Investments abroad nearly double to \$33bn to combat effects of strong D-Mark

# German groups look overseas

By Andrew Fisher in Frankfurt

Investments abroad by German companies nearly doubled to a record DM50bn (\$33bn) last year, as they spent heavily to develop business in foreign markets, to avoid increasing German costs and to combat the effects of the strong D-Mark.

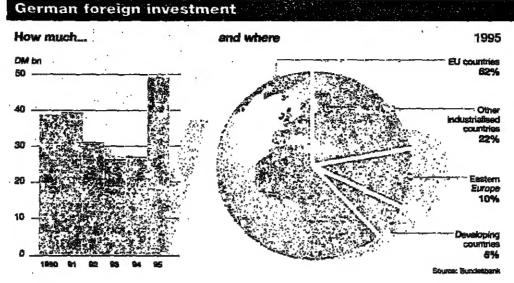
But foreign companies were more reluctant to invest in Germany, according to figures in the Bundesbank's monthly report. It said the increasing gap between investment flowing away from and into Germany was "widely viewed with concern" as a cause of job reduction.

Combined with a weak econ-

omy and record unemployment, the data will fuel the debate about German competitiveness and its innovative strength. Further evidence of a slowdown came with a 0.4 per cent drop in manufacturing orders in January over December.

The DM50bn invested by German companies abroad compared with DM27bn in 1994 and a previous peak of DM39bn in 1991. Foreign investment in Germany rose sharply from DM1bn to DM13bn, but this still left a record net deficit of DM37bn, against

The central bank said the rela-



tively low level of foreign investment in Germany was a sign of the country's reduced attraction for industry.

"Germany seems to be participating less than other countries in the continuing internationalisation of production," the bank

However, the Ifo economics research institute said Germany was unlikely to slide into reces-

The economy should pick up in the second half with a growth rate of about 1.5 per cent for the full year. Yet, Ifo stressed the need for wage moderation to curb unemployment and for government action to hold down taxes, reform the social security system and deregulate the economy, notably by relaxing shopping

However, the Bundesbank said companies' increased foreign investments were also made to strengthen their position abroad and avoid currency risks associated with the strong D-Mark. The bank said it was increas-

ingly necessary to be present in export markets with marketing and service networks. "In these cases, direct investments maintain jobs in companies dependent on exports," the bank said.

Companies also took advantage of the opening up of previously restricted markets such as eastern Europe. In addition, Sectors like utili-

ties, telecommunications and finance were being made freer opened to outside investment in many countries.

More than 80 per cent of the foreign investment was in Germany's biggest export markets. Just over 60 per cent was in the European Union, with a further 17.5 per cent going to the US.

The jump in German compa-

nies' foreign investments reflected several big transactions in 1995, though the bank did not name these.

Allianz, the insurance group, paid DM5bn for operations in Switzerland and Italy, Hoechst chemicals bought Marion Merrell Dow, the US pharmaceuticals company, for DM10.5bn and BASF chemicals spent DM2.1bn to buy the prescription drugs arm of Boots, the UK retailer. In the finance sector, Dresdner Bank paid DM2on for Kleinwort Benson, the UK investment bank.

German shop floors in flexibility deal, Page 2 A strong bottom line, Page 21

## **Customers** deposit themselves at Tokyo bank

By Emiko Terszona in Takyo

The lobby of Mitsubishi Bank's bead office became a stage last night. The cast consisted of 14 disgruntled customers and the point of their sit-down performance was the public humilia-tion of a company in a society fond of keeping its embarrassment private.

Mitsubishi shied away from the spotlight. It turned off the lobby lights, appearing to ignore the protesters' presence and refused their request for a meeting with the bank's president.

But the bank was polite: "We can't remove them by force because they are our customers." For the bank, the nationally televised presence of Mr Satoru Oishi, a 38-year-old former office worker, and 13 others who bought "variable life insurance" was a reminder of the longevity of embarrassment from policies introduced in the late 1980s.

Insurance companies launched the policies as a way of getting around intimidating inheritance taxes and maximising returns. Homeowners were prompted to go to a bank and mortgage their house to raise the money for a lump-sum premium.

Under the scheme, the policies would cover inheritance taxes once the homeowner had died. In the meantime, the protesters say, holders were promised an annual yield of around 9 per cent on their investment, about double the average for life policies in Japan.

But the returns were dependent on fund managers' investments in the stock market. of 1990 - the Nikkei index remains at about half its peak of 38,915,87.

Having borrowed to buy the policy, some of the 1.2m holders, most of whom are pensioners, are struggling to repay the loans.

"Life insurance companies and banks teamed up to sell the insurance without laying out the risks," said Mr Olshi, who vowed to remain in the lobby until the bank produced its president. He claimed Mitsubishi faced about

Continued on Page 18

## Deal reached to swap information on securities risks

By Richard Lapper in

International derivatives exchanges and their regulators will today announce agreements to exchange information on the exposure of their common mambers to excessive risks in different markets.

The accords are an attempt to reduce the risk to financial systems. They follow regulatory weakness exposed by the crisis at Barings bank which collapsed after sustaining losses of more than £800m (\$1,2bn) on the Osaka and Singapore exchanges.

Some 50 international exchanges and clearing houses have agreed to swap information about common members which appear to be building up risky or potentially excessive exposures.

The 14 regulators are signing a backup agreement which aims to ensure information is traded even when exchanges are limited from co-operating as a result of

legal constraints or commercial considerations.

provide a conduit to ensure that information is passed on," said Mr John Mackeonis, head of supervision of derivatives exchanges and clearing houses at the UK Securities and Investments Board, the UK securities industry watchdog.

"There is a strong degree of consensus between regulators and exchanges about the issues which have to be addressed," Mr Mackeonis said. "The agreements show that the supervisory authorities and the industry are capable of identifying and addressing problems.

The SIB and the Commodity Futures Trading Commission, the US futures industry regulator, co-sponsored the regulators' initia-

Because members of futures exchanges pay collateral -



during his third visit to Israel in 19 months where he pledged \$100m as part of an anti-terrorism pact with Israel. On his left is Israeli prime minister Shimon Peres and behind him secretary of state Warren Chris-Continued on Page 18 | topher. Report, Page 4

## Hoechst to separate drugs and chemicals businesses

Hoechst, the world's largest

chemicals company and fourth largest pharmaceuticals group, plans to separate its drugs and chemicals businesses in an attempt to give better value to shareholders.

The planned move would be in line with the global trend to separate the pharmaceuticals and chemicals industries. It follows the \$60bn merger announced last week by Sandoz and Ciba, the giant Swiss drugs companies; their combined company, Novartis, will spin off its chemical

Outlining the Hoechst strategy Mr Jürgen Dormann, chairman, said: "I do not believe a pharmacenticals business such as ours can sit comfortably inside a chemicals company."

in the first instance, the group was planning to "disconnect" the two businesses within the group, he said. It was still "doing its homework" on the next step, once this separation had been achieved. But options included a view to a change of status. Eigh-

Are Guide

spin-off of the drugs business and partnerships with other pharmaceutical producers.

The group would be in a position to separate the drugs business from early next year, with the integration of Marion Merrell Dow, acquired last year for \$7.1bn, expected to be completed by the end of 1996. 12 months sooner than planned.

The renamed Hoechst Marion Roussel (HMR) will be the fourth largest drugs producer in the world - after Novartis, Glaxo Wellcome and Merck - accounting for around a quarter of Hoechst group sales of DM52bn (\$35.1bn) a year. However, Hoechst's capitalisa-

tion at DM28bn is substantially lower than its rivals in pharmaceuticals. This was not consistent with realising shareholder value, said Mr Dormann, and Hoechst was committed to achieving a valuation that was similar to its

HMR will not be the first Hoechst business to be ringfenced within the group with a

LONDOM - LEEDS - PARIS - FRANKFURT - STOCKHOLM - MADRID - MEN YORK - LOS ANGELES - TOKYO - RÓNG KONG

teen months ago the group set up its Trevira fibres business as a separate entity so that it could form partnerships within the

fibres industry.

The group is also expected to unveil a large joint venture within its polymers business in coming weeks. The group's Euro-pean business producing the plastics polyethylene and polypropylene was "still too small", it said. "There is only room in this market for four to five large com-

petitors, and we want to be one of them." One problem in achieving this was the company's for its raw materials. Hoechst also yesterday detailed cent increase in pre-tax profits, to

dependence on outside suppliers its results for last year. An 85 per DM4.1bn, on sales up 5 per cent, reflected the strength of the chemicals market at the beginning of the year, said Mr Dormann. However, he said business in November, December and January had been "lonsy". Lex. Page 18 FT/SP-A Wild Indicase.

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Spectacularly FAST. ith the 166MHz Viglen takes the lead once again. Sodaya high speed bushoos world namunds a high speed business PC. The new Victor: Genie PS/166 with a 166MHz intel Personn processo once again breaks the performance barriers to provide speads over twice trail of many current The Victori Genre - the Secretor of our range - has been awarded some of the lines! accouldes by the PC press who rigvo marvelled 166MHz processor at its near), the General me field with the totals factors one and Performance
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By Emma Tucker in Brussels

All EU citizens, however rich or poor and however remote their home, should have the right of access at affordable prices to telephone, fax and computer lines, the Commission said yesterday.

In response to fears in many EU countries that telecoms liberalisation will lead to a worse service and higher bills, the Commission said all citizens should be allowed to participate in the information society

from January 1 1998. On this date, basic voice telephony - the last significant area of the telecoms sector to remain in most member states under monopoly control - will be thrown open to competition.

The plans are part of the Commission's overall ambition to establish a regulatory environment for the telecoms sec-

The latest proposals entail some small legislative changes, but are mainly intended as a guide to member states, and the Commission itself as it develops the concept of univer-

The question of basic public service, not just in the tele-coms sector but in other utilities, is expected to be addressed at the forthcoming intergovernmental conference to revise the Maastricht treaty.

The French government. under pressure from public sector unions, would like commitments to public service obligations to be written into the treaty as a safeguard against further liberalisation in sectors such as the post office, energy and rail

The idea will be strongly

opposed by countries such as Germany and the UK, and even if some sort of declaration is drawn up it is unlikely to be

"Public opinion in France is under the impression that the Commission is dismantling public service," said a commis-sion official. "But the idea of a public service charter is more gesture than anything else." In its communication on universal service, the Commission proposes an amendment to existing legislation to make explicit the requirement that

their telephone connection. However, "affordability" will be decided by the member states themselves, rather than

at a European level. Member states will be free to develop the concept of universal service beyond the Commis-sion's definition, but not so far as to impose additional costs on those companies competing with the dominant operator. The "affordability" require-

ment will not mean that prices cannot go up, added an official. The principle of a competitive environment is that you adjust prices according to costs."

The Commission - the driv-ing force behind liberalisation - also intends to allow the concept of universal service to evolve, as technology changes. "In two years we will have to

see how technology has devel-oped and ask whether we need to extend the scope of univer-sal service," said the official. However, she added that it would be premature to define the full scope of unversal service now, as this could result in households paying for ser-vices they neither needed nor

factories are closed and

many homes cut off

from heat in one of the coldest winters in decades, as Russia is

unable to keep electricity, gas

and fossil fuel supplies in line

But Ukraine's energy weak-

ness does not mean Russia's

strength: an unexpected bonus

for Ukraine from the days of

Soviet central planning is that 95 per cent of Russia's gas

exports to the west run

two monsters - what the Com-

Ukraine is an energy dead-

beat. A recent coal miners'

weather have depleted fuel

'it's a complicated dance of

through Ukraine's pipelines.



**NEWS:** EUROPE

Russian President Boris Yeltsin (above centre) demonstrating a new digital communications link for television in Moscow yesterday with the help of Italian President Oscar Scalfaro (bottom left), President Kim Young-sam of South Korea and the Ukrainian president, Mr Leonid Kuchma (bottom right)

The purge is part of a broader campaign against state corruption which Russian President Boris Yeltsin bas launched in the run-up to June presidential elections, but it could dramatically alter the way Russian companies are

run in the longer term.

Mr Alexander Livshits, the president's chief economic adviser, said that later this

ing foreigners, who would repent the state's interests on the boards of partially priva-

Such a move could lead to Mr Livshits said. "We plan to ask many of them - how are

you defending the interests of the state if the company and the government-appointed

lar politicians.

tributing to the problem. Mr Livshits said yesterday: "The

estimated at up to Rbs18,000bn (\$3.75bn), would not be paid off by the June 16 presidential election but hoped voters would reward Mr Yeltsin for

war for wages is at its peak." He said the battle was so

intense that government wage

inspectors had asked to be

armed after being threatened at some factories. Mr Livshits

cannot be bought with their own salaries," Mr Livshits

to a very understandable demand of the voters who say If you cannot give us money, then at least give us justice"."
Mr Livshits also said the Kremlin had a new plan to resolve another aspect of the debt crisis, the federal government's debts to the regions. He said some regions, including Krasnoyarsk, Samara and Nizhny Novgorod, would be offered repayment in the form of the government's sharehold-

ing in local enterprises.

Moscow's unpaid bills have already pushed many cash-strapped provinces to the brink of revolt. Yesterday the Primorsky region, on the Pacific coast, threatened to withhold taxes from the federal budget unless the centre pays its debt of Rbsl.800bn by April.

## German become. flexible to save jobs

hile German simply-ers and trade unions have failed to nego-tiate a nationwide "alliance for jobs" - trading off pay restraint fer job creation individuals companies and their works councils have had more success in striking plantlevel deals.

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This week Mercedes-Benz agreed with its works council to introduce more flexible. working hours in return for job guarantees. Mr Heiner Tropitzsch. Mercedes-Benz's perconnel director, said the deal "helps secure our Stuttgart production base and its jobs".

The deal is the latest in a series of plant-level agreements in which German vehicle workers have accepted the need for working time flexibility is a way that was unthinkable only a few years ago. The Mercedes works council

agreed in principle to work three shifts, rather than two, to deal with demand peaks. Daily working hours can now vary between 7.5 and 9, while the company will have two years, rather than one to bring an individual's "working time account" into equilibrium. With improved flexibility, Mercedes hopes to be able to react faster to sudden changes in demand without incurring a financial penalty.

Mr Helmut Lense, head of the works council in Mercedes's Untertürkheim factory in Stuttgart, said: "We have agreed our own alliance for iobs. We have shown ourselves flexible and have secured employment guarantees in return, and what is also important is that we have secured investment guarantees

for the future." Without the agreement, 1,800 of the 17,500 jobs at the plant would have been at risk, as Mercedes was threatening to shift pre-production work outside Stuttgart - possibly

or its part, the company has promised to forgo compulsory redundancies until December 2000 as long as order levels hold up. Mercedes even agreed to hire an extra 100 staff.

The agreement will stabilise employment after several years of drastic job cuts. Volkswagen and Adam Opel, the German subsidiary of General Motors, reached similar agreements with their workforces last year, also aimed at securing jobs in return for

more flexibility.
At a national level, any eventual "alliance for will be more modest than lead ing trade unionists had hoped, Mr Klaus Zwickel, president of IG Metall, the metalworkers' union, last year proposed the alliance to create more than 300,000 jobs by the end of 1998 through wage moderation and overtime curbs. His initiative sparked a national debate about unemployment, but national-level talks with government and employers failed

to realise his hopes.

At Opel, the introduction of flexible working hours was to expected to improve overall. productivity by 11 per cent. Mercedes will also raise its productivity rates, not least because it secured the de facto abolition of the most notorious working practice in the Ger man metal industry, an unpaid

Like Opel and VW before it, Mercedes also failed in an attempt to turn Saturday into an ordinary working day, and will continue to pay a 20 per. cent overtime premium for any work carried out on Satur days, But few Germans would bet their Saturday wages that this situation will prevail for

## Yeltsin plans purge of companies

"The representatives of the state in joint stock companies raise serious concerns for us,"

Robert Corzine in Moscow

The Kremlin is planning a crackdown on civil servants who have abused their positions on the boards of partially privatised companies, a senior presidential adviser said

year the government planned to replace its bureaucrats with

SLOVAK

Anger in Russia over unpaid salaries is so intense that

government wage inspectors have asked to be armed Soviet-era industrial barons

Mr Livshits described the attack on errant bureaucrats as the next stage in the "war" against the endemic corruption which he blamed for the mountain of wage and tax arrears which has crippled the Russian

outside directors.

doesn't pay taxes or wages." Last month Mr Yeltsin vowed he would pay all wage arrears by March and since that declaration dozens of civil servants and company directors have been sacked for con-

contracts at the new rate after Ukraine turned off the pipeline

prised some political analysts

at a time when other ex-Soviet republics - Belarus. Azerbaijan

and Moldova - struck favoura-

ble energy deals with Moscow.

Ukraine's big gas debt to Gaz-

prom was run up because Kiev would not free domestic energy

prices and crack down on non-

payment at its bankrupt indus-

tries. Almost the entire debt

has been converted into

long-term government bonds

with a two-year grace period.

Moldova and Belarus struck

similar deals: their debt was

equity stakes in the countries' energy infrastructure. A new

for a few days in January.

his clean-up.
"We understand that voters

transit network. Ukraine is the

but leading Ukrainian politi-

"Monopolles are not good for payment discipline because

they are state-owned and sub-

ject to political pressure," says

Kiev. "The government should

get completely out of the busi-

ness of negotiating contracts."

istan - which last year sup-

Officials say Ukraine plans

western energy specialist in

Klev wants to settle the debt.

biggest missing piece.

economic sovereignty.

Ukraine exploits its energy pipeline monopoly with Russia's 52bn cu metres and court Azeri and Middle Eastern oil producers to diver-

> cians fear Gazprom's desire for Mr Evhen Marchuk, the a controlling stake in a crucial enterprises cedes too much prime minister, this month sured nuclear plant directors that nuclear power would be a centreplece of the country's energy future. Ukraine is Pressed by this anxiety and the IMF. Ukraine has moved to improve payment discipline. resisting pressure to close the Chernobyl nuclear plant, argu-Ukrhazprom, Ukraine's gas concern, last month got out of the gas trade business; ing it would lose 5 per cent of regional wholesalers are now buying directly from Gazprom.

sify imports.

Others demur. "Ukraine doesn't need the extra capacity," says the IMF official. Industry already uses far more than it needs. The other solution, popular in government circles, has been to wait for spring. If seasons were not cyclical, that would be the end of the story.

Matthew Kaminski

## Austrian bankers join Olympic Airways boss sacked campaign for openness

admit that the 200-year-old

tradition of banking without

any proof of identity violates

Austria's obligations under EU

banking directives and the United Nations drug conven-

tion. As a substitute, they ask

for stricter bank secrecy laws.

pean integration. The EU

interpretation," said Mr Wal-

ter Fremuth, supervisory

board chairman of Creditan-

stalt. Austria's second-largest

bank, in a recent interview

The chairman of Bank Aus-

tria's supervisory board, Mr Rene Alfons Haiden, called on

banks and government alike to prepare public opinion for the end of anonymity. "One

constantly that anonymity is part and parcel of their

These statements are embar-

rassing for those banking

defence of anonymity when

the European Commission

warned the government last

month that current disclosure

rules for bank customers are

In a rare gesture of unanim-

ity, the country's main banks

immediately rejected the EU

criticism and called upon the

government to remain defiant

against the growing pressures

from Brussels. There are an

estimated 26m anonymous

savings accounts at Austrian

banks with a total of

Privately, bankers say they

Sch1,400bn (\$136bn).

inadequate.

chiefs who jumped to the

savings culture," he said.

with the daily Kurier.

"We will not be able to keep

The consensus in Austria in defence of anonymous savings accounts against European Union opposition is gradually breaking down. A growing number of senior bankers are calling for a change in the country's banking practices.

Most banking experts are anonymity because of Euro-still dismissive of international criticism that widespread use of anonymous accounts leaves Austria open to laundering drug money and

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monopoly, has accused Kiev of not keeping up payments on this year's import bill - on top of its debt of about \$4bn - and threatened to shut the taps. But Ukraine's transit monop oly gives it leverage, notably In January a bitter feud

main source of gas and oil, has

taken its neighbour off their shared power grid, following a

surge in electricity demand

from Ukraine which Russia felt

was putting pressure on Rus-

Gazprom, the Russian gas

munists called bilateral broke out after Ukraine raised monopolies," says an official at oil transit fees 10 per cent on the International Monetary the Druzhba pipeline to Europe without consulting the Moscow government. Ukraine could act unilaterally because Russia strike and unusually cold supplies it with just 15m tonnes of oil at world market reserves and led to power cuts prices but sends another 57m



work linking central Europe and the Black Sea ports of Odessa and Novorossisk. Russia's fuel and energy

when all the main banks com-

pete fiercely for new custom-

ers and accounts, appearing

weak on the popular issue of anonymity would hurt their

They also blame the finance

minister, Mr Viktor Klima,

who rejected possible alterna-tives to anonymity.

ening of Austria's bank

secrecy laws is needed to reas-

sure customers that their

affairs are confidential even if the bank knows their

At the moment, banks can

be forced to open an account if the authorities suspect any

wrongdoing. In Switzerland and Luxembourg, a suspect's financial privacy is protected until he or she is officially

If bank secrecy is not

improved, bankers fear small investors will withdraw

money from banks or shift funds abroad if the EU forces

Austria to abandon anonym-

ity. "We have to build confi-

dence so that savers will not

go back to hiding their money

under a pillow," one banker

delegation last month that

current bank secrecy laws

Instead, the finance minister

wants to fight for anonymity

all the way to the European

This might give anonymous

savings accounts a respite of

several years, but is unlikely

to save them for good, most

were adequate.

Court of Justice.

experts say.

But Mr Klima told a banking

Most bankers believe a tight-

ministry tried to force partly privatised Russian oil concerns to pay the old fee, but appears to have lost for now. Russian oil companies signed export

Greece's transport minister, Mr

Haris Kastanidis, yesterday

sacked the chairman of Olym-

pic Airways, the troubled state

#### pipeline through Belarus. bypassing Ukraine, is under construction. But if Gazprom wants to control the entire

Dr64bn (\$223m) capital injection under a three-year rescue Socialist-led trade unions take plan launched last year. But the government has not met two important conditions set

carrier, and said he would replace the board of directors because of "administrative The Socialists ignored a ban on fresh subsidies by approv-ing Drilbn in extra benefits for problems" in running the air-The dismissal of Professor early retirement under the restructuring plan. The gov-ernment also permitted politi-Rigas Doganis, an international aviation industry expert cal meddling to continue, who took over as chairman and chief executive 13 months despite having agreed that Olympic's managers would

ago, came two days after Mr Neil Kinnock, EU transport commissioner, raised the issue of political interference in Olympic's day-to-day management with the Greek minister. The Socialist government is seeking Commission approval for the second tranche of a ment to management reform

by the EU for releasing the

Olympic employees who took operate independently.

Analysts said the decision to

fire Prof Doganis, in spite of his success in meeting the resindicated that the government had abandoned its commit-

control of decision-making. . Mr Kastanidis said the chairman and chief executive's jobs were being split, following the appointment as chairman of Professor Nicholas Blassios, a business school specialist who has little management experi-

Olympic's new chief executive, Mr Jordan Karatzas, is a former consultant to OSPA, a federation formed by the airline's 18 unions. The current general manager, Mr Miltiades Tsangarakis, is not being replaced.

Greece's powerful public sector trade unions are used to having a say in decision-making at state corporations, but during Prof Doganis's tenure Olympic's union leaders were

less able to exert pressure. Olympic earlier this week announced net income of Dr6.47bn in 1995, despite a 10 per cent fall in revenues from international flights as a result of a poor tourist season. Operating expenses fell by almost 20 per cent following cost-cut-ting measures and staff cuts agreed under the terms of the restructuring. However, Prof Doganis faced

fierce opposition from board members over his plans to introduce a product relaunch, form strategic alliances with regional airlines, and launch a \$60m renewal of Olympic's ageing fleet. Olympic has little chance of achieving this year's target of a Dr17bn profit under the restructuring plan unless it attracts more international business traffic, analysts said.

five-minute break every hour.

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Commissioner says 'critical mass' of members will make single currency workable

## Brittan forecasts six to seven in Emu

By Graham Bowley, **Economics Staff** 

A "critical mass" of four or five countries would join France and Germany in adopting a single currency in 1999, Sir Leon Brittan, the EU trade commissioner, said yesterday at a con-ference in London on European monetary union.

In a robust defence of the single currency project, Sir Leon warned against loosening the convergence criteria for Emu and said any delay in adopting the single currency could threaten the

project.
"If Emu were once postponed doubts would mushroom as to whether it was ever going to happen," he said. Countries would relax their efforts to converge, which would lead to higher interest rates, more volatile exchange rates and lower trade and investment. Sir Leon argued strongly against the

adoption of an exchange rate system after 1999 between the proposed new European currency, the euro, and those currencies remaining outside Emu. He said the fear that countries which did not join Emu would indulge in com-

petitive devaluations was exaggerated. The European Commission would "reso lutely oppose" any efforts by countries within Emu to impose sanctions on those outside the single currency to compensate for their ability to

Sir Leon said the UK was likely to

satisfy the convergence criteria in 1997. He thought the UK should not hold a referendum on the single currency since "it is no part of a British constitutional system".

■ The president of the Swiss National Bank last night criticised the statutes of the planned European Central Bank for giving the central council - "that is to say, politicians" - the right to adjust central rates of the new single currency, Nick Krause writes from Jersey.

Mr Markus Lusser told a British-Swiss chamber of commerce dinner in Jersey that history showed politically determined parities were seldom com-patible with economic development. Mr Lusser also criticised the five con-

vergence criteria for the planned single

reacted to economic disturbance, the mobility of labour and the operation and effects of monetary policy should also be considered.

Dr Lusser said the markets would

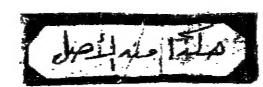
currency as "by no means sufficient

for successful monetary union. Factors.

such as how flexibly prices and wages

expect currencies of countries which did not participate in the single cur-

rency to depreciate will translate into higher risk premanus and higher risk premanus and higher real interest rates making budgets or solidation more difficult. He state This will make compliance with the compliance. gence criteria less likely and the are pect of ever gaining access to kind wi



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EUROPEAN NEWS DIGEST

## Europe shipping register dropped

The European Commission said lack of interest from member states had prompted it to withdraw a proposal to establish an EU shipping register. Instead of pressing for the register, which would have granted tax breaks to shipping companies in return for a commitment to hire EU sailors, Brussels said it would redraw its guidelines on state aid to the shipping

The Commission also intends to keep up pressure to The Commission also intends to keep up pressure to improve safety and environmental standards at an international level! The policy is based on the common application of internationally agreed rules, legislation laying down certain principles for member states' shipping registers, plus development of certain conditions to be applied to flag administrations and their ship registers on a worldwide basis. Mr Neil Kinnock, transport commissioner, said that in too many countries outside the EU the provision of convenient and chean register facilities permitted shipping companies not

and cheap register facilities permitted shipping companies not only to save operating costs, but also sometimes to evade safety regulations.

Enuma Tucker, Brussels

#### Greeks stand against Schengen

Greece has refused to ratify the EU's Schengen agreement on free movement across borders on the grounds that privacy would be violated by a computer data base in Strasbourg, set

up to prevent criminals moving around Europe.

The justice minister, Mr Evangelos Venizelos, told parliament the Socialist government would not ratify the treaty, signed by its conservative predecessor. He said the accord conflicted with a Greek law banning public agencies with the exception of the tax authorities - from keeping electronic files on private citizens.

#### Olive branch over Aegean

Mr Mesut Yilmaz, Turkey's prime minister, has responded positively to proposals by Mr Theodoros Pangalos, Greek foreign minister, that both countries reduce their military forces in and around the Aegean sea. Turkey and Greece came to the brink of an armed confrontation in January in a dispute over two uninhabited Aegean islets. Mr Yilmaz said Turkey was prepared to withdraw its fourth army from the Aegean coast, where it was stationed in 1975 after Turkey's invasion of Cyprus, ostensibly to deter attack from nearby Greek islands. However, Mr Yilmaz said: "First we must have a dialogue. We must see that Greece can be trusted first."

Turkey's parliament was last night expected to approve an extension of the government's emergency powers in 10 meinly Kurdish provinces of south-eastern Turkey, Mr Yilmsz has promised he will soon phase out the emergency rules, comparable to martial law. John Barhom, Ankara

#### Rome bickering on candidates

Last-minute squabbles over the allocation of seats within Italy's two broad political alliances are holding up the completion of candidate lists for the general elections next month. The lists are due to be completed by Monday, but small groupings are still fighting to obtain greater visibility. The small Christian Democratic Centre (CCD) and the Christian Democrat Union (CDU) have withdrawn a threat to pull out of the rightwing alliance headed by Mr Silvio Berlusconi, the former premier, having obtained guarantees for their candidates to fight 110 seats in the chamber of

deputies and senate covered by first-past-the-post voting. This has been at the expense of other small allies - the candidates backing Mr Marco Pannella, the founder of the Radicals, and Mr Vittorio Sgarbi, the TV chat show

ECONOMIC WATCH

#### Swedish GNP takes downturn Sweden's economy went into

since the end of the 1991-93 recession. Figures released by the Central Bureau of Statistics showed GNP shrank by 0.4 per cent in the last quarter, compared with the third quarter, leaving GNP growth for the full year at 3 per cent, slightly less than most estimates had reckoned. There was, however, better news on the ... inflation front as prices rose in the year to February by 1.7 per cent, compared with 2 per

reverse in the fourth quarter of last year, breaking a trend

of rising output that had held

cent in the year to January. The easing of inflation pressures has allowed the central bank to cut interest rates in recent weeks in a bid to bolster flagging economic growth.

The fourth-quarter GNP figures reflected a 1.6 per cent fall in public consumption and slower growth in industrial output than earlier in the year. The results underlined forecasts that

growth in 1996 will be well below last year's overall level, probably at less than 2 per cent. Hugh Carnegy, Stockholm

Portuguese prices jumped 0.6 per cent in February, but the
annual rate of inflation remained steady from the previous month at 25 per cent.

Spain had a Pta216bn (£1.1bn) budget surplus in February after a deficit of Pta151.9hn in January, and compared with a Pta193.6bn surplus a year earlier.

## Transatlantic row looming over Bosnia

The US wants to rearm Sarajevo, while Europe wants to improve relations with Serbia, report Lionel Barber, Harriet Martin and Laura Silber

glittering Paris ceremony where US and European leaders buried their past squabbles to become cosponsors of peace in Bosnia, the tawdry spectacle of a transatlantic row over the Balkans

is looming once more. European unhappiness with Washington will come to a head today when would-be pro-viders of military aid to the Bosnian government hold a conference in Ankara, with the US chipping in the first \$100m towards an \$800m (£528m) rear-

mament programme.
The US plan to boost the Bosnian army is neither a new policy nor a contravention of the peace accord, which prescribes a ratio of 52:2 for the future arms holdings of Serb-led Yugoslavia, Bosnia and

Given that the Serb side now has a greater advantage than this, observing this ratio means building up the Bosnian forces - unless the regional arms control talks now in progress in Vienna agree on lower ceilings all round.

But in the suphemistic lan-guage of diplomacy, European officials are saying that US zeal for rearming Bosnia is sending "all the wrong signals"

to the region.

They fear it could wreck the already slender chances for zenuine reconciliation, play to the hands of hardliners in all ethnic groups, and under-mine the Vienna talks.

Feeling is running especially high in the entourage of Mr Carl Bildt, the EU nominee who is co-ordinating the civilian aspects of the Bosnian peace process - and risks becoming the scapegoat if it all

goes badly wrong. One official close to Mr Bildt described the US rearmament programme as "overkill" and said it could seriously complicate the former Swedish prime minister's work.

Washington's keenness to offer military aid is being contrasted with the parsimony of the US government, and above all Congress, in providing reconstruction assistance. The transatiantic tension comes at a delicate moment for Mr Bildt, succeeding in his efforts to per-suade the US-led Nato mission to help him more with logistics

Until recently, Mr Bildt's staff were often irritated by the way Nato commanders seemed willing to provide transport for US officials, such as the human rights envoy Mr John Shattuck, but not for the Swedish mediator or his staff.

Now this problem seems to be easing. But further scope for tension is provided by the delicate issue of how exactly to organise the elections to a complex series of Bosnian institutions which are due to take place between June and

September this year.
On current plans, the electoral roll of 1991 will be taken as a basis for the forthcoming ballot - although half the peo-ple on that list are either dead

Mr Bildt is understood to have argued privately for a more "realistic" election system in which people who have fled from one part of Bosnia to another would in most cases register in their new place of

On the face of things, insistence on using the 1991 electoral rolls is a more idealistic approach, and doing anything else would amount to accep-

Three months after the tance of the results of ethnic power. This school of thought cleansing.
But the likely result of using the 1991 list is that many towns in Republika Srpska army's hands.

the Serb zone of Bosnia from which most non-Serbs have been expelled - will have two local anthorities: a "council-inexile" elected by refugees who have little prospect of returning, and a de facto local authority appointed by current resi-

diplomats in Belgrade. scapegoat if it all goes badly wrong

This would further undermine the legitimacy and viability of Republika Srpska - an outcome the Bosnian government, and possibly its US sup-porters, might view as emi-nently desirable.

US officials have resisted the disbursement of any reconstruction credits for Republika Srpska, while some European countries have argued that the Bosnian Serbs should qualify

Carl Bildt risks

becoming the

Analysis say the contrast between US and European priorities in Bosnia reflects a broader difference of approach to the region. US policy has always attached greater importance to shoring up the cause of the Bosnian Moslems, and drawing them away from the influence of fran.

Many US politicians have argued that these aims could best be achieved by arming the Bosnian military, and if necessary backing it up with US air

questions the need for western ground troops, whose presence has often tied the Bosnian

European governments, by contrast, have been most con-cerned with stabilising the region and containing the concessions to the Serb side which the US regards as excessive.
This explains the contrasting behaviour of US and European

While EU countries are visibly impatient to boost their relations with Serbia - and France has already upgraded its charge d'affaires to the sta-tus of ambassador - the US

remains very cautious. Washington is tying full normalisation of its relations with Serbia to improvements in the status of the Albanian community in Kosovo, whose autonomy has been ruthlessly sup-pressed by Belgrade. As long as the US and its

European partners continue to co-operate amicably within the 60,000-strong Nato force, which has acted as a powerful stabi-lising factor, it should be possible to finesse most transatiantic difference

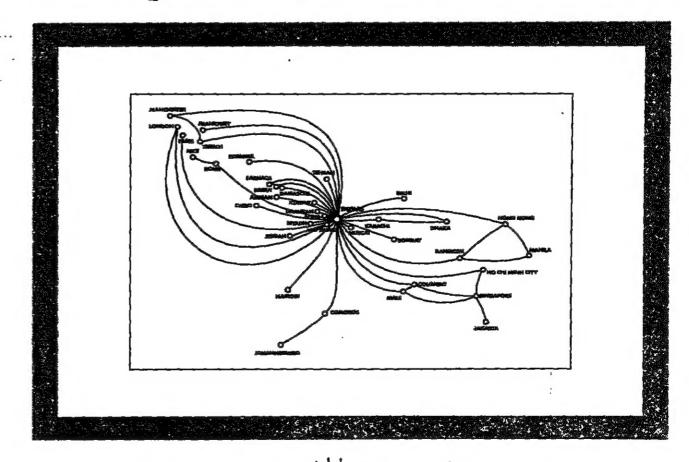
But if Washington sticks to its plan to withdraw its 20,000strong contingent by Decem-ber, and the Bosnian parties remain as far apart as ever, the US-European relationship could again come apart at the

So far, the Europeans are insisting that they will withdraw along with the Americans, come what may but they, in the end, may have even more to lose from renewed war in Bosnia.



Armed Serbs carry an Orthodox cross through Grbavica, a Serb-held suburb of Sarajevo due to come under Croat-Moslem rule next week, after the closure of a makeshift church yesterday.

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# US cigarette makers in disarray

By Richard Tomkins in New York

US cigarette manufacturers were in disarray and tobacco stocks tumbled for a second day as industry analysts digested the implications of this week's legal settlement between Liggett, one of the smallest tobacco manufactur-

ers, and anti-tobacco lawyers. The big tobacco companies vowed to carry on fighting anti-tobacco lawsuits in the courts, but the deal was widely seen as an historic turning point that could open the way for US cigarette manufacturers to be successfully sued for billions of dollars' worth of dam-

ages, Mr Graham Kelder, managing attorney at the Tobacco Products Liability Project at Boston's Northeastern University School of Law, said the implications of the deal went far beyond the consequences

For four decades, the tobacco industry has presented a united front to the world

US cigarette industry gave record amounts of money to politicians and political parties last year to fight growing pressure from the government, the advocacy group Common Cause said

yesterday, AP and Reuter report. Tobacco companies gave a combined \$4.1m to federal parties and candidates in 1995, the highest total on record and dwarfing previous non-

election-year giving, said Common Cause. The total included \$2.8m in unregulated "soft money", the cash companies and unions can give political parties in unlimited amounts to build their organisations and turn out voters. and \$1.3m in direct giving to candidates.

Yesterday an organisation called The Campaign for Tobacco-Free Kids challenged members of Congress to stop accepting tobacco industry contributions. The group's general counsel, Mr Matthew Myers, proposed an advertising campaign and grassroots pressure on

Wall Street seemed to take

the same view. In early trading

yesterday, shares in Philip

late them or anyone tries to sue them." Mr Kelder said."That has been the linch-Morris, the biggest US tobacco company, plunged \$5 to \$93, following their decline of \$3% the day before. Shares in RJR pin in their litigation strategy. Now that united front has been Nabisco, the second biggest shattered, the other companies tobacco company, fell \$1% to will be much easier targets for

Liggett, maker of Chester field and a range of cut-price plaintiffs' lawyers to pay 5 per cent of pre-tax profits up to a Wednesday that it had agreed maximum of \$50m over the

an out-of-court settlement in the biggest lawsuit pending against the tobacco industry the so-called Castano case. which seeks compensation for the consequences of smokers' alleged addiction to nicotine. Liggett agreed with the

Meanwhile European cigarette manufacturers

closed ranks yesterday to insist that the land-

mark liabilities settlement agreed by Liggett on

Wednesday would have no bearing on anti-to-bacco litigation efforts across Europe.

state-owned Tabacalera said. "There is neither

such strong auti-tobacco pressure in Europe nor

However, a British law firm preparing a legal

battle with the tobacco industry urged compa-

nies operating in Europe to follow Liggett and

agree out-of-court settlements. London law firm

Leigh, Day & Co said Liggett had shown a "degree of imagination" that could be used to

The firm expects to bring some 300 cases of

allegedly smoking-related cancer, emphysema

and Buerger's disease - the circulatory condi-

tion that ultimately results in limb amoutation

resolve future claims across the industry.

- before the British High Court in July.

such a habit of launching lawsuits."

"This is a genuinely American case," Spain's

rette company with which it subsequently merged. The money will go into a fund to help people give up smoking. In a further provision, Lig-gett also agreed to abide by some of the restrictions proposed by the US Food and Drug Administration in its

drive to limit marketing of

tobacco products to children.

the same provision to any ciga-

In return, the plaintiffs' lawyers have agreed that this will end all future claims against Liggett for nicotine addiction. They have also promised not to block a plan by Mr Bennett LeBow, the corporate raider who controls Liggett, to seize control of RJR Nabisco and spin off its Nabisco food busi-

Analysts say the deal is simply a ploy by Mr LeBow to boost his chances of control-

ling RJR Nabisco. But by acknowledging product liability for the first time, the deal also risks breaking the industry's record of never having paid out any damages in any

# Prices down despite faster US growth

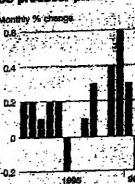
US wholesale prices fell last month for the first time since

last June, indicating that inflation remains subdued in spite of recent evidence of faster economic growth. The labour department said

the producer price index for finished goods fell 0.2 per cent. partially reversing a gain of 0.3 per cent in January. The annual rate of producer price inflation dropped to 2 per cent from 2.3 per cent. The figures contrasted

favourably with projections on Wall Street of an increase of 0.1 per cent last month. The drop reflected falls in food and energy prices. However, even excluding these volatile compo-nents, the "core" index rose by only a marginal 0.1 per cent, after a 0.1 per cent decline in

Separate data pointed to an improvement in job prospects, but at a slower pace than suggested by last week's report



of a freak 705,000 increase in payroll employment in February. Initial claims for state unemployment insurance were reported down 10,000 to 353,000 in the week ending March 9. The average of claims over

trend - fell to 364,000 from suggest investors were wrong

The price and jobs figures

the latest four week period - a

better guide to the underlying

unexpected surge in permit of unsustainable growth Instead they appear the roborate the more rea findings of the Federal Reserve's latest survey of regional economic trends. This indicated most areas of the US

are seeing moderate, non-inflationary growth after a stagnant period at the end of last But given continuing uncertainty about the strength of the upturn, yesterday's producer price figures were not seen as sufficiently encouraging to prompt an early cut in short-term interest rates. The Fed is widely expected to take

on March 26. The price data showed little evidence of inflationary pressures at earlier stages of production than finished goods. The price indices for intermediate and crude goods fell 0.4 per

no action at its policy meeting

# Carlos Menem: chance of meeting 1996 fiscal targets

## Menem granted powers to increase tax levels

In Buenos Aires

Argentina's Congress has granted President Carlos Menem significant new powers to modify tax levels by passing a bill which is seen as critical to the government's chances of meeting 1996 fiscal targets imposed by the IMF. The so-called "superpowers" bill gives Mr Menem and Mr Domingo Cavallo, his economy minister, powers to increase tax rates and levy new taxes without prior congressional

In an apparent setback for the government, the lower house of Congress endorsed a Senate modification to the bill that will require a congressional committee to be consulted on the use of the new powers

most analysts believe the gov-ernment will be able to work within its constraints. "Cavallo sent a tougher law to Congress than he wanted, and has ended up with what he wanted," one political analyst said. Significantly, the lower house rejected a second Senate amendment that would have required the government to initiate a wholesale reform of the

tax system before June 1.

While the "superpowers" will increase Mr Cavallo's control of economic policy, he suffered a further political setback with the resignation on Wednesday of a key ally, Mr Hugo Gag-gero, the head of the DGI tax bureau. Mr Caggero said be was quitting to help in the investigation of allegations that bribes were paid in the awarding to IBM of a \$249m

owned Banco Nación's computer system. Mr Gaggero's departure followed last week's sacking by Mr Menem of Mr Haroldo Gri-

santi, the national post office head and another close confidant of the economy minister. As part of the reshuffle of economic posts in the wake of Mr Gaggero's departure, another Cavallo ally and former deputy minister, Mr Carlos Sanchez, became tax chief, and economic planning secretary Mr Juan Llach became Mr Cavallo's deputy. AP adds: Argentina is to protest within two weeks to the UN to highlight alleged British breaches of South Atlantic fishing policy. "Britain's disobedience of the UN's indications and mandate is serious," Mr Guido Di Tella,

## Venezuela cabinet reshuffled

By Raymond Colitt in Ceracas

President Rafael Caldera of Venezuela yesterday reshuf-fled his cabinet, following weeks of protests and a threatened wave of strikes over government economic policy. He made seven new appoint

ments, including the ministers tice, interior, and the secretary of the presidency.
Mr Teo Eoro Petkoff of the MAS socialist party was named planning minister. Mr Petkoff, an economist, was recently appointed to the team

to negotiate with the International Monetary Fund. Mr Freddy Rojas Parra, for-mer president of Fedecamaras. the federation of industrial and commercial chambers,

## House passes US spending bill Republican mismanagement.

The US House Representatives yesterday d and sent to the Senate legislation financing a host of government operations for another week in a vote calculated to avert a partial government shutdown, AP reports

from Washington. The Senate was expected to follow suit and President Bill Clinton was expected to sign the measure. That would buy time for the administration and Congress to work out a compromise on a \$160bn (£105hn) longer-term measure financing government operations during the six-andhalf months remaining in fis-

Although the one-week stopgap measure - the 10th temporary spending bill since the fiscal year began in October ed comfortably, Democrats grumbled that it was a sign of "This is a Congress that operates in spurts and it's sputtering today as its members head home for yet another extended weekend," said Congressman Lloyd Doggett.

Meanwhile, Republican con-

gressional leaders and administration officials are signalling a deal on separate legislation to renew the government's bor-rowing authority into next

Mr Newt Gingrich, House speaker, and Mr Bob Dole, the Senate majority leader, decided on Wednesday to abandon plans to use a debt extension bill to carve big savings from the Medicaid health programme and welfare. The Republicans' retreat

from that plan is a concession that there is little chance of enacting big parts of their budget-balancing agenda this year.

#### **NEWS:** INTERNATIONAL

## Clinton in show of support for Israel, peace and Peres

US President Bill Clinton whatever time it takes, we suicide bombings that have strate solidarity with Israel, yesterday pledged \$100m as must say to (terrorists): You killed nearly 60 people in part of an anti-terrorism pact with Israel in a show of support for Mr Shimon Peres, the

embattled prime minister. Mr Clinton, on his third visit to Israel in 19 months, said Israel and the US would negotiate an agreement to combat terrorism which would include measures to cut foreign funding of terrorist groups and share intelligence information. "I am taking this step

because I'm determined that

will be tracked down. You will be rooted out."

Suicide bomb attacks by the movement have struck a heavy blow against Israeli-Palestinian peace and dented the electoral chances of Mr Peres, who called early elections on May 29 on a platform of making peace with Arabs. In the West Bank, Israeli

troops blew up the home of an assassinated Hamas master bombmaker as part of its cam-

said. "Whatever effort it takes, would expel activists linked to of gestures designed to demon-Israel

Palestinian officials continued to press Mr Clinton to perextremist Hamas Islamist suade Israel to reopen borders with the West Bank and Gaza Strip because of the harm to the Palestinian economy. Mr Peres yesterday defended

the border closure saying: "We are trying very hard not to create any starvation or any suffering... This is clearly a security measure and nothing

Throughout his whirlwind

with Mr Peres and with the victims of Islamist terrorism. He joined a ministerial security inner cabinet meeting, the first foreign head of state to do so. Later he paid his respects at the graves of two people

killed in recent attacks. Israeli commentators said Mr Clinton's visit provided an emotional boost for the country and helped Mr Peres' electoral chances.

It also marked an end to Washington's long-held policy of even handedness in the

# Mugabe to win one-horse race

Tony Hawkins on the president's campaign promises - and threats

President Robert Mugabe will win a crushing, if hollow, victory at this weekend's Zimbabwe presidential election. With neither of his two original opponents mounting anything remotely like an active campaign, and one, the Reverend Ndabaningi Sithole pulling out four days before the vote, it is a classic one-horse race. The 72-year-old Mr Mugabe. who has ruled Zimbabwe since

Independence 16 years ago, was opposed by two other septuage narians, retired Bishop Abel Muzorewa and Mr Sithole, neither of whom is a serious contender for office.

Mr Muzorewa, who served as prime minister of the ill-fated Zimbabwe-Rhodesia transitional government at the end of the 1970s, is unable to shake off his previous links with Mr Ian Smith, former Rhodesian prime minister, while Mr Sithole is awaiting trial on charges of plotting to assassinate the president Earlier this week Mr Sithole announced his withdrawal from the election, claiming he had obtained a copy of a secret Central Intelligence Organisation (CIO) plan

to "destabilise" his campaign. Mr Sithole's withdrawal is a non-event. Neither opposition candidate had the resources. party organisation or support base to mount a credible challenge to the ruling Zanu-PF party. Consequently, the main interest in the poll will focus on the voter turnout. With just under 4m people eligible to vote, the president needs a turnout of at least 60 per cent to even begin to offset the impression of widespread apathy created by the campaign.

The absence of foreign monitors is likely to mean that official turnout figures will be greeted with considerable scepticism internationally. Nevertheless, the ruling party is relieved that the ramshackle opposition managed to find candidates, since for Mr

Mugabe to have been returned

unopposed would have been a The campaign - to the extent that there is one - has done little for the image of multi-party democracy in Africa while positively damaging the business and investment climate. Mr Mugabe's rally speeches are a mixture of promises and threats - prom-



President Mugabe with supporters at a rally in the Harare suburb of Highfields yesterday

buy white-owned farmland for

resettling blacks, the govern-

ment would "acquire it for

free". In recent rally speeches

he has repeatedly promised to

speed up land acquisition -

only 72,000 families have been

resettled against a target for the 1980-1985 period of 162,000 -

while promising the govern-

## Powerful show of unity papers over the anti-terrorism cracks

By David Gardner in Cairo

his week's Middle East summit in Sharm el-Sheikh, Egypt, is likely to diminish toleration within the region for terrorism and has revived hope in the Middle East peace process, badly damaged by the recent suicide bombings in Israel.

The summit's emphasis on intelligence-sharing, and declared intention to pick apart international fund-raising networks which support terrorism, should also make life more difficult for movements like Hamas, the Palestinian Islamists behind the

But the summit avoided any attempt to define terrorism. and it steered clear of the issue of Islamic fundamentalism and any attempt to distinguish between its armed and political variants. Its prime aim was to salvage the 1993 Oslo accords on Palestinian self-government in the Israeli-occupied West Bank, and to resuscitate talks between Israel and Syria.

While this has been widely welcomed, there is already concern that the anti-terror drive will blur the distinction between terrorism and dissent. This could license authoritarian Arab regimes to suppress it gets substantial funding stop there. Saudi Arabia political opposition in the from Iran, and is tolerated by attended the summit, while ref-

especially if it is Islamist, thereby fomenting more terrorism. For Mr Yassir Arafat's fragile Palestinian Authority. there is also the real fear that Israel's security blockade of his self-rule areas will rally Palestinians to the Hamas banner.

The difficulties of the strategy are well illustrated by Hamas and by Hizbollah, the Shia fundamentalist militia fighting Israell occupation of southern Lebanon.

Hamas is a mass movement. which has commanded up to a third of Palestinian support in the territories. It is an offshoot of the pan-Islamic Moslem Brotherhood, with a network of schools, universities, clinics and charities funded mostly by donations in the territories and from Arabs in the US, Europe, Jordan and the Gulf.

Its political wing appears unable to control the activities of its military cells. The strategy evolved at the summit licenses a pitiless crackdown on the latter, while intending leaders into doing more to rein

Hamas fears that it could lose its solid social and political network.

Hizbollah is different in that

Syria, which has nearly 40,000 started with terror tactics like kidnappings and sulcide bomb-ings, but reinvented itself as a welfare network and guerrilla resistance to Israel's "security zone" in south Lebanon, win ning support across Lebanon's sectarian communities. Both Syria and Lebanon are

seeking land-for-peace deals with Israel but in the meantime, regard resistance to occupation as legitimate. Both countries boycotted the summit, where Syria – unlike Iran - got an easy ride. Damasons hosts 10 secular and Islamist "rejectionist" groups. Yet President Clinton preferred yesterday to refer to Syria's "very considerable capacity" to contribute to regional stability.

yria, despite its peace negotiations with Israel, remains on Washington's list of states sponsoring terrorism, along with Iran, Sudan, Libya and Iraq. But Syria is vital to the success of regional peace: to force Hizbollah to stick to politics if Israel withdraws from Lebanon, and rein in Palestinian radicals if Israel returns the Golan Heights.

The summit blur over what

constitutes terrorism does not

using "normal" relations with Israel. The Kingdom has long supported the Moslem Brother hood, regarded by Egypt, for instance, where it is the main opposition, as a cover for terrorism. Yet the Saudis fear the deep fundamentalist undercur-rents in their kingdom, Iranian meddling in their oil-rich Shia eastern province and in Bah-rain, and depend on Syria to mediate with Iran.

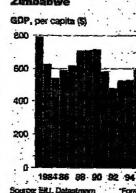
Or take Jordan, a staunch western ally. Mr Arafat complained to Mr Clinton that he was close to a ceasefire deal with Hamas before Christmas but opposition from Hamas political leaders in Jordan scuppered it. These leaders are under the wing of the Brother-hood's Islamic Action Front, Jordan's main opposition, which King Hussein brought into parliament to enhance the country's stability.

The gamble is that measures that evolve from Sharm el-Sheikh will hem in Hamas. Nobody wanted to spoil this impression. But more than a few would admit that this approach papered over big gaps on how to respond to the various strains of Islamic fundamentalism, and that avoiding the complex politics of the region to concentrate on security was an unlikely cure for

no tomorrow on schools, clinics, housing and jobs, but above all promises to provide the country's 11m blacks with more rural land, by redistributing white-owned farmland. The threats have largely

been directed at the sections of the remaining 100,000 whites living in Zimbabwe - warnings to commercial farmers, industrialists (on several occasions described as "crooks") the banks (accused of profiteering by charging interest rates pegged to the Treasury bill rate set by the authorities), international companies for failing to promote black managers and the white community as a whole for blocking the progress of black business. The main themes have been indigenisation of the economy and land resettlement.

At the start of the campaign, the president said that if Britain failed to provide the funds for the government to



ment will pay for improve-ments in housing, tobacco barns and irrigation. Mr Mugabe's focus on such issues is understandable. Sixteen years after independence. unemployment has more than trebled from less than 10 per cent to more than 30 per cent of the workforce; average real wages are little different today from their levels of the mid-1960s. Per capita incomes are lower than they were when he became prime minister. The budget last year was in deficit by 13.7 per cent of gross domes-tic product. Public sector debt

ments account for 30 per cent of total budget spending, while industrial output last year was the same as in the mid-1980s. Running for a third six-year term with this record of economic failure, the president's persistent drumbeat of criticism of the white and foreigndominated private sector is no surprise. The 25,000 or so economically active whites are cast as the villains of the piece. Indigenisation and especially land redistribution are the

exceeds GDP, and interest pay-

This time it is going to be

Mugabe is doing all this to woo voters'. Just wait and see what will happen after the elections," he said at a rally

last week. Many in the business. farming and diplomatic communities dismiss the president's rhetoric, arguing that, once a new finance minister is appointed, the cabinet will have to design a second phase of structural adjustment to replace the programme that ended last year with first the IMF, and then other donors. suspending disbursements.

Crucial to a new agreement is the restoration of macroeconomic stability, bringing down inflation from 22.6 per cent last ary), halving the budget defi-cit, launching a meaningful privatisation programme and restructuring the public service. The conflicts between these goals and those espoused by Mr Mugabe on the stump could hardly be greater.

about implementing his programme, then it is going to be very difficult indeed - many would say impossible - to regain the IMF's confidence.
The first outright expropriation of a farm would put paid to the country's foreign investment drive, while Mr Mugabe's hostility to privatisation, his commitment to "indigenise" the economy and his pledge to increase substantially, rather than curb, public spending highlight the chasm separating different, the president says. I economic pragmatism from know some people are saying political wishful thinking.

FRIDAY MARCH g bill

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# GM picks Poland for \$340m plant

By Kevin Done, East Europe Correspondent

General Motors, the world's biggest vehicle maker, yester-day signed a letter of intent with the Polish government to build a DM500m (\$340m) car plant in southern Poland.

The project will be the big-gest greenfield site investment made by the motor industry in central Europe (with the exception of eastern Germany) since the collapse of communism.

The GM plant will be at Gliwice, near Katowice, in the industrial region of Upper Sile-

It will have an initial capacity of 70,000-100,000 cars a year and production is planned to begin in 1998.

The plant will employ about 2,000. It has been welcomed by the Polish government as a source of new jobs in a region undergoing restructuring from mining and heavy industrial

The deal was signed by Mr Klemens Scierski, Polish minis-ter for industry and trade, Mr David Herman, chairman and managing director of Adam Opel, GM's biggest European subsidiary, and Mr Eugeniusz Ciszak, governor of Katowice

Mr Herman said the group would receive all the financial incentives of a special eco-nomic zone under Polish law. These included a corporation tax holiday of up to 15 years, duty-free imports of machinery and equipment, and duty-free

GM is negotiating purchase terms for the 70-hectare site, owned by the local authority, as well as the development of local infrastructure and services including rail connec-

Several international components suppliers are also expected to establish facilities close to the plant.

GM has chosen a location that is becoming an important centre for the motor industry. with Fiat plants in nearby Tychy and Bielsko Biala, and a growing network of compoents suppliers in southern Poland and neighbouring regions of northern Slovakia and the Czech Republic.

Mr Herman said that the project would also support the development of the Polish supplier industry.

The US carmaker has estab-lished a central European purchasing office in Warsaw, with the aim of increasing purchases of local components and materials to DM1.5bn a year in

the next few years. The plant will make a lowcost family car based on the Opel/Vauxhall Astra, for sale mainly in central and eastern Europe. Between 60 and 70 per cent of output would be sold in

"This plant gives us the chance to create an affordable car for sale in transition markets. It will not have all the content of a west European car; that would be too expensive," said Mr Herman.

# Investors troubled by Suharto's erratic moves

Manuela Saragosa reports on growing resentment over the Indonesian president's inconsistency

might read: "How to scare off

foreign investors". A flurry of policy decisions have led many investors to wonder what has happened to Indonesia's commitments to economic deregulation and free trade, and left them trying to second-guess President Suharto - highlighting the risks in a country where almost all decisions are approved by one man.

In January, the governor of Bali allowed President Suharto's grandson to collect a tax on beer bottles on the popular tourist resort, prompting an outcry from Indonesian brewers, one of which works in association with Heineken of the Netherlands and another with San Miguel of the Philip-

That tax was quickly scrapped on presidential instruction, but confidence in the Indonesian business environment was undermined again when the government backtracked on promises that Chandra Asri, a \$1.9bn petrochemical plant, whose share-holders include President Subarto's second son Mr Bambang Trihatmodjo, would not receive tariff protection.

The government quietly introduced 25 per cent import tariffs on propylene and ethylene in a move which raises raw material prices for Tri Polyta, an Indonesian resin maker listed on the New York Stock Exchange and Peni, a polyethylene manufacturer partly owned by British Petroleum and Mr Sigit Harjoju-danto, President Suharto's

In addition, at the end of February, a presidential decree was passed exempting Mr

n epigram of the last two months of policymaking in Indonesia from a sales tax and tariffs on car components to develop what is being touted as a

"national" car. The car, which is being developed with technical assistance from South Korea's Kia Motors, qualifies under the "pioneer" national car scheme because it bears an Indonesian name and will be manufactured at wholly Indonesianowned plants

The decree drew a mixed response from analysts - some felt the measures would be beneficial to Indonesian consumers, who pay some of the world's highest prices for their cars, but others saw it as a blow to Japanese investors who dominate the Indonesian car market. Billions of dollars of Japa-

nese investment in the motor

sector could be cancelled. Industry analysts say the US government is also reviewing policy. Although Indonesia is not obliged to deregulate its car market under its World Trade Organisation commitments, analysts say the tax incentives for the "national" car scheme are effectively subsidies which discriminate against capital according to its

Japan is the largest single investor in Indonesia with investments totalling \$19.4bn. The US ranked as the fourth ments of \$10.7bn. Japanese car manufacturers,

including Toyota, Daihatsu. Suzuki and Mitsubishi, have invested heavily in Indonesian plants over the past decade to meet local content requirements under an incentive scheme that provides tariff relief for producers who use



Subarto: rarely explains decision:

While these latest decisions rarely explains his decisions, may not detract from signifipreferring to speak through cant progress made in wider ministers and senior officials. ic deregulation, the sig-In the case of the import surnals are damaging, according to a Jakarta-based economist. charges on propylene and eth-ylene, the decisions were not announced at the time, but These decisions show that the course of industrial policy is emerged later, through word of

erratic. When changes are made without proper explana-tion and so suddenly, it gives Economists also note these recent reversals in industrial policy come at a time when the the wrong signals to busine trade and industry ministries were fused ostensibly to make Not that there is anything new about political clout sway-ing policy decisions in Indonthe policy-making process more efficient. Yet, "there appears to be a total lack of - in 1991 for example one of President Suharto's sons established an effective monoppolicy uniformity," says a oly on the clove market. What research director at a foreign has raised eyebrows, however, is that these latest decisions securities firm in Indonesia. The "national" car programme, for example, will have come in rapid succession

mouth.

concern about its growing curwith neighbouring countries. Fathoming President Suharrent account deficit. The deficit to's rationale is a purely acais running at \$7.9hn in 1995-96, about 3.8 per cent of gross demic pastime. The president

and at a time when Indonesia

has liberalised foreign invest-

ment restrictions to compete

team of lawyers to study World Trade Organisation (WTO) rules in anticipation of complaints from Japanese carmakers over Indonesia's new car manufacturing policy, writes Manuela Saragosa. Last week Japan's Ministry

Indonesia has established a

of International Trade and Industry indicated that it was studying whether the indonesian reforms conflict with its WTO obligations.

Indonesian Industry and Trade Minister Tungky Ariwibowo said the government had prepared a team of lawyers to "intensively" study WTO

Mr Ariwibowo is also expected to meet the Japanese ambassador to discuss the

domestic product. Despite protests from Japan which also ranks as one of Indonesia's largest creditor. countries - hopes that the car reform package may be watered down, if not reversed, are weakened by the fact that it was signed by the president himself who stands to lose face

if he backtracks. Equally disturbing is the sig-nal that political intrigue appears to be playing itself out in the economic arena. Peni, a large ethylene importer partly owned by President Suharto's eldest son, is still in the process of negotiating a contract with Chandra Asri, partly owned by President Suharto's second son, to purchase ethylene. The two parties have been unable to agree on a pricing

structure. The ethylene import surcharge, which only applies to polyethylene manufacturers such as Peni, effectively forces

the British Petroleum subsidiary to accept Chandra Asri's offer. Meanwhile, a number of other parties are queueing up to benefit from the pioneer

scheme for cars. Notable in all cases is that the likely beneficiaries of the scheme would not be ethnic Chinese businessmen, who are widely resented in Indonesia for their wealth. To date the car market has been controlled by Japanese investors in jointventure arrangements with Indonesian companies con-trolled by ethnic Chinese busi-

There has been much resent-ment at the fact that Japanese manufacturers placed export restrictions on cars assembled in Indonesia and that little transfer of technology has taken place.

Tax and tariff exemptions to manufacture a "national" car are being sought by the Bakrie Group, a prominent conglomerate, by Mr Probosutedjo, 2 cousin of President Suharto, by the Bimantara Group, controlled by the president's youngest son, and by BPPT, the state agency for technology and research, controlled by the

minister for research and tech-nology Mr Jusuf Habibie. The foreign manufacturers offering technical assistance to these parties reportedly include an unnamed European car manufacturer, General Motors, South Korea's Hyundai and Land Rover of the UK.

The policies indicate that the government's reformists, who include finance minister Mr Mar'ie Muhammad, have been sidelined over the past two months. A senior official at the ministry of trade and industry said recently that "everybody in the reforming camp. is feeling very demoralised at the

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WORLD TRADE NEWS DIGEST

require increased imports of

car components at a time when the government has expressed

## Nissan to make cars in Vietnam

Nissan, Japan's second largest carmaker, has applied for approval to manufacture vehicles through a joint venture in Vietnam. Nissan hopes to build a car and pick-up truck with a Vietnamese manufacturer in Danang to meet expected growth in demand in the country. The venture will be 25 per cent owned by Danang Automobile Mechanical Factory and 75 per cent by Nissan TCM, an investment company formed by Nissan, Tan Chong & Sons Motor, a Malaysian vehicle maker, and Marubeni, the Japanese trading company.

Manufacturing is expected to start in 1998, with production of 1,000 units in the first year. The Vietnamese market is

forecast to grow from more than 10,000 cars a year to about 60,000 by the year 2000 and 80,000 by 2005. Nissan hopes that, by 2000, its factory will produce 3,000 units a year. Mitsubishi said yesterday it would start making the Pajero

an off-road vehicle, at its Vietnamese factory to compensate for reduced production of minibuses, trucks and the small passenger cars developed with Proton, its Malaysian joint venture. Mitsubishi has been manufacturing in Vietnam since last

spring but has faced severe competition from lower-priced vehicles from South Korea. Michiyo Nakamoto, Tokyo

Samsung Motors eyes Europe Samsung Motors, the new South Korean car company, has established a European headquarters in Frankfurt and may eventually build factories in Europe. However, any large industrial investments by Samsung Motors in Europe are not expected until after the year 2000 since it has not yet produced

its first car. Samsung is building its first car plant at Pusan. South Korea, to begin production in 1998 and make 500,000

medium-sized saloons a year by 2000. Europe is expected to be a main export market for Samsung as for other Korean carmakers. In gaining state approval in 1994 for its car project, Samsung promised the Korean government to export 55 per cent of its production up to 2002 to avoid disrupting the singgish domestic market and causing losses for its competitors, which include Hyundai, Kia and Daewoo. Some analysts have expressed scepticism about Samsung's ability to enter overseas markets quickly since the industrial group has little experience in vehicle

manufacturing.
Samsung is acquiring its automotive technology from Nissan of Japan. It is also recruiting at least 200 engineers from Nissan because of a shortage of qualified automotive engineers in Korea.

Burger King to expand in Japan

Grand Metropolitan, the UK food and drinks group whose brands include Smirnoff vodka and Häagen-Dazs ice-cream, is aiming to have 100 of its Burger King restaurants in and around Tokyo by 2000. GrandMet, which already has 20 Burger King outlets in Japan, yesterday announced a \$5m joint venture with Japan Tobacco. Under the deal the Japanese partner is to convert 40 of a chain of restaurants known as Morinaga Love to Burger King over the next 18 months. The Tokyo outlets will be used as a base for further expansion across Japan, Burger King has 8,200 outlets worldwide, and sales of £5.3bn (\$8bn) last year.

Central America fund launched

Britain's Commonwealth Development Corporation has launched what it said was the first venture capital fund for Central America. The \$22m fund will invest between \$250,000 and \$3m in small and medium-sized businesses in sectors including agriculture, tourism, manufacturing, power and services. Investments are possible in all seven Central American countries. CDC will contribute up to half of the funds with the rest coming from the InterAmerican Investment Corporation, Sweden's Swedfund and five local private sector institutions. Management of the fund will be provided by a separate company. CDC, a development finance organisation no longer funded by the British government, has \$260m of investments in Central America out of a \$2.2bn Stephen Fidler, Latin America Editor

■ Britain's Export Credits Guarantee Department has extended its first buyer credit guarantee for Brazil since resuming cover in September. It has underwritten a \$25.7m loan, arranged by Lloyds Bank, for the Brazilian company Schahin Cury. It is to help finance an order to a consortium led by Cable and Wireless for a fibre optic submarine cable system between Rio de Janeiro and Fortaleza. Stephen Fidler

## Beijing hints at US aircraft order

Aerospace Correspondent in London and Nancy Dunne in Washington

Aircraft manufacturers reacted cautiously yesterday to news that China might be prepared to award aircraft orders to US companies if Washington agreed to delay sanctions in a software trade dispute.

Manufacturers' wariness stems from their experience of China's practice of telling rival manufacturers they are likely to receive aircraft orders. Mr Li Peng. Chinese prime minister, is believed to have told Mr Jac ques Santer, European Commission president, earlier this year that China would order aircraft worth Ecusoom (\$384m) from Airbus Industrie, the European manufacturing

Mr Li also told Mr Herve de Charette, French foreign minister, .China would place an order for between 30 and 40 Airbus A310s and six A340s.

Airbus said yesterday it did not think that a decision by China\_to purchase aircraft from Bosing and McDonnell Douglas of the US would mean the European consortium would be kept out of the Chinese market. "The Chinese market is growing fast enough to accommodate all three aircraft manufacturers," Airbus

Boeing said the most recent news of China's interest left it feeling cautiously optimistic. The company said: "We've been talking with these people for quite a long time about what their next round of aircraft orders might entail. We haven't heard anything directly but it is encouraging." US officials, who have been compiling a list of potential sanctions for China's failure to honour a bilateral pact on intellectual property rights, declined to comment on reports that Beijing is offering to complete orders for commer-cial jets if the US delays an imposition of sanctions.

Both sides were also continuing to review the venue and shape of future meetings as the US presses for a tougher crackdown on software, compact disc and video piracy.

Mr Mickey Kantor, US trade representative, has stressed the need for greater progress on market access in China. One US option, if no agreement is reached, would be to cite China under the so-called "Super 301" list of US trade law, a mechanism which aims to open the markets of "unfair traders" through talks, threats

and sanctions. Singling out China could go some way towards mollifying a Congress where sentiment has been building against renewing China's Most Favoured Nation trade status.

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Beijing hints at US aircraft order

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## militants offer to negotiate

Four leading Kashmiri militants will meet an Indian government minister in New Delhi today for talks aimed at ending the armed insurgency in the Kashmir valley - the first time since the movement was started in 1989 that separatists have offered to negotiate without insisting ou Pakistan's involvement.

If the talks announced yesterday with Mr SB Chavan, home minister, prove successful, they may pave the way for elections in the state to replace rule by the central

The offer is a boost for the government of Mr PV Narasimha Rao only weeks away from a general election. "The prime minister solved the Punjab crisis during his tenure, and if he brings peace to Kashmir he will have a strong chance to return to power," an opposition MP said last night.

The Indian authorities acknowledge, however, that the talks may be slow. The four leaders have been expelled from their militant groups after they announced in February that they were giving up their weapons. But home ministry officials point out that the rebel leaders still have considerable influence.

The decision of these former hardcore militants to come to talks only reflects the larger will of the Kashmiri people who are tired of the fighting, and will do anything

for peace," said one. The leaders have wrested the peace initiative from the All-Party Hurriyat Conference, a political organisation made up of several militant groups. The Hurriyat has maintained that any talks with New Delhi would have to include Pakistan, the third party involved in the dispute, but India has rejected the condition.

Pakistan has denounced the talks with the four – Mr Babar Badar, Mr Imran Rahi, Mr Bilal Lodhi and Mr Ghulam Mohiuddin Lone - saying the "renegades" have no right to discuss the future of Kashmir.

Kashmiri | Mondale warns Beijing against military miscalculation

## US firm over Taiwan defence

By William Dawkins in Tokyo

Mr Walter Mondale, US ambassador to Japan, yesterday warned China not to miscalculate in military exercises off the coast of Taiwan and described its missile tests there as "reckless and provocative." He told the Chinese government to be in "no doubt" that Washington would, after consulting Congress, apply the Taiwan Relations Act which obliges the US government to supply the island with enough weapons to defend itself. The Act commits the US to "appropriate action" if Taiwan is

threatened by force. Mr Mondale stressed in Tokyo speech that "we are not on the brink of war" but pointed out that the recent dispatch of two US aircraft carrier groups was designed to "underline our interests and make sure there is no miscalculation." Despite the tests, the US continued to pursue its "active engagement" of drawing China more into the international

community, he added. The ambassador's remarks are intended to clarify the US response to China's military trials, criticised in Congress as ambivalent, said US officials. They are likely to be noted with great interest by the Taiwanese government, which ordered a US Patriot missile defence system last year and is awaiting delivery.

Equally, yesterday's clarifi-cation will be noted by the Jap-anese government, which earlier this week urged Beijing to show restraint, marking a new bluntness in a relationship normally handled with acute circumspection by Tokyo. Japan has close emotional ties with Taiwan, a Japanese colony for 51 years until 1946. The US was consulting Japan closely on the tensions between China and Taiwan, said Mr Mondale.

The first US carrier, Independence, was sent to the region last Friday, when China fired three missiles in test areas close to Taiwan. The second, Nimitz, was ordered to the region when China escalated the tests, by announcing naval and air trials with live ammu-

Mr Mondale stressed that the US military presence in Asia

Taiwan's President Lee Teng-hai (right) yesterday visited Penghu (the Pescadores), an island archipelago in the Taiwan Strait near the zone where China is conducting military exercises, declaring "no one is scared" by the military manoenvres intended to frighten Taipei into abandoning a campaign for greater international recognition, writes Laura

Tyson in Taipei.
A week before Taiwan's first democratic presidential elections, which are widely expected to return the president to office for another four years, Mr Lee campaigned just 43 miles away from where Chinese jet fighters and warships fired live missiles and staged bombing runs. Mr Lee taunted his

adversaries in Beijing, saying: "Freedom and democracy is the international trend. As for those dictatorial communist countries, people dislike them most because their people do not have human rights."

Mr Lee appears to be upping the ante in an increasing game walk out into the world. The Republic of China [Taiwan's official name] cannot be stuck here," he said, effectively quashing a suggestion this week by Mr Qian Qichen, China's foreign minister, that Taiwan drop efforts to join the United Nations. Fearing Taiwanes

usinessmen may reconsider their mainland activities, authorities in the adjacent promised protection for their investments. Taiwan share prices rose for

the second consecutive day, closing up 2.1 per cent, partly as a result of government inspired support buying. depended on a substantial presence in Japan and said the US-

Japan security alliance was vital to the security of both countries and ensures the stability of east Asia." US President Bill Clinton and Mr Ryutaro Hashimoto. Japan's prime minister, would

reaffirm the crucial nature of

the alliance at their summit in

Tokyo next month and hoped to announce "important steps" towards consolidating the bases in Okinawa, in response to local objections, said Mr Of the 47,000 US troops in Japan, 28,000 are stationed on

the island, which has long felt

that it has had to bear more

as vital to projecting US force

den. Antipathy flared up last autumn when a local school-girl was raped by three US ser-vicemen. A joint US-Japan panel is examining ways to make the US presence on the island less intrusive, but the US has no plans for force reductions on Okinawa, seen

# Companies apologise in Japan HIV scandal

Kneeling on the company linoleum, heads lowered to the floor in contrition, six top executives of Green Cross yesterday offered the apologies of Japan's leading blood products maker to haemophiliacs who contracted the HIV virus through untrested clotting agents it supplied in the mid-

Mr Takehiko Kawano, its president, led the televised manifestation of remorse, a kowtow rarely performed publicly in modern Japan. It had been demanded by those infected through its products who were present at the company's Osaka headquarters to hear Green Cross formally acknowledge its role in the scandal, as part of a settlement to be announced by the govern-

"We accept our responsibility," said Mr Kawano.

The company was one of five pharmaceutical producers to and apology yesterday after a seven-year court battle. Untreated blood clotting agents were prescribed to

haemophiliacs long after it was known that these carried the risk of infection with the HIV virus which leads to Alds.

A compromise agreement at the instigation of Mr Naoto Kan, the new health and welfare minister, comes after the district courts in Tokyo and Osaka this month called for those infected to be paid compensation.

The courts proposed that each plaintiff be given a Y45m. (2279,000) lump sum, with an additional monthly payment of Y150,000 for those who have contracted full-blown Aids.

The courts suggested that the government should shoul-der 40 per cent of the financial burden while the companies -Green Cross, the Japanese arms of Baxter of the US and Bayer of Germany, and the local Chemo Sero Therapeutic Research Institute and Nippon Zoki Pharmaceutical - bear the remainder.

An estimated 2,000 haemophiliacs contracted the HIV virus in Japan through untreated clotting agents, of whom 400 joined the lawsuits.

The announcements are likely to ease public anger, which heightened earlier this year after the government apologised and disclosed documents indicating officials' knowledge of the risks in using untreated blood products as

early as 1983. Although the courts have advised the companies to divide the compensation burden according to their market share at the time, they have yet to agree on how this is to be calculated - such as by volume or value.

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Mr Bob Hurley, president of Baxter, said the company held a 125 per cent market share although a company statement did not specify by which measure. Mr Wolfgang Plischke, president of Bayer Yakuhin, the local offshoot of the German multinational, said there were legal and technical matters which needed further discussion. Green Cross, acknowledged to have been the market leader, declined to reveal its figures although Mr Kawano said the company would remain in the red for several

## Howard stresses Asia with Mahathir meeting

By Nikki Tait in Sydney

Mr John Howard, Australia's new prime minister, has moved swiftly to quash the impression that his governthe Asian region than the pre-vious Labor administration, by securing a meeting in Brisbane later this month with Dr Mahathir Mohamad, his Malaysian counterpart.

The meeting on March 29 is being described as informal and will be added to the Malaysian prime minister's trip to New Zealand earlier that week. However, the Malaysian leader will also stop over in Darwin, en route to New Zea-

Mr Howard said that he expected to hold "broad-ranging discussion about our bilateral relationship and other

will meet Mr Alexander

Downer, the new foreign minis-

ter. Dr Mahathir last visited

Australia in 1983.

regional and global issues of mutual interest". He added that the earlier meeting with Mr Downer "indicates the importance my government attaches to Australia's relationship with Malaysia, and the attention that Mr Downer intends to give to the enhance-

ment of that relationship". Relations between the Labor government and Malaysia were sometimes sticky - the last the former prime minister, described Dr Mahathir as recalcitrant" for not attending an Asia-Pacific Economic Co-operation forum meeting.

Over the past couple of years, matters have moved on to a surer footing, and last year Mr Keating paid the first official visit to Malaysia by an Australian prime minister

Nevertheless. Malaysia's opposition to Australia and New Zealand being considered part of Asia meant they were excluded from the Asia-European Union summit in Bang-kok this month - a stance which Dr Mahathir has



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#### ASIA-PACIFIC NEWS DIGEST

## Irian Jaya mine resumes work

Freeport Indonesia, the Indonesian unit of the US mining company Freeport McMoRan Copper & Gold, resumed normal production rates yesterday at its Grasberg mine in Irian Jaya following a three-day shutdown because of rioting in the area The company said it did not expect "any significant financial impact from the temporary shutdown", noting that damage to its facilities "consisted mainly of broken windows and similar

Freeport said the Grasberg mill was working at capacity again and noted that copper concentrate loading from the local port had continued throughout the shutdown.

Tribespeople have stopped rioting in the town of

Tembagapura, where the Freeport mine is located, and the lowlands areas around Timika after the Indonesian army deployed some 200 to 300 troops to patrol the area.

Discontent has focused on the perceived lack of benefits flowing to local communities from the mine, its social impact and environmental concerns. Manuela Saragosa, Jakarta

#### Corporate spending rise

Capital spending by Japanese companies increased for the third successive quarter in the last three months of 1995, providing further evidence of the country's gradual economic recovery. Corporate investment rose 5.7 per cent compared with the same period a year earlier, according to a survey published yesterday by the ministry of finance, with the increase especially marked among manufacturers.

"The latest survey underscores the view that the Japanese economy is showing a moderate recovery trend," a ministry official said. Manufacturers increased their capital outlays by 7.4 per cent on a year earlier, with non-manufacturers

recording a 5.0 per cent increase.

Meanwhile, a survey by the Japan Development Bank suggested that corporate spending plans for 1996 point to a continued recovery in investment. Private sector capital formation in the financial year beginning next month is expected to rise by 0.7 per cent, the second successive year of growth. The figure is lower than the current year's 5.7 per cent projected increase, but a bank official said the forecast for the projected increase, out a man caution on the part of next year reflected a familiar caution on the part of Gerard Baker, Tokyo

#### China bank dealers charged

Two dealers in the Bank of China took bribes and racked up Two dealers in the Eank of China took bribes and racked up losses of \$175m (£114m) in illegal foreign exchange trades that went wrong, the Shanghai Securities News reported yesterday. The newspaper said the two employees in the foreign exchange department of the bank in the eastern province of Shandong had been charged with receiving bribes of \$120,000 each in return for making the trades.

An official of the Bank of China branch in the Shandong city of Qingdao said the two named in the report, Mr Ding Mali and Mr Zhai Luguang, were formerly the head and denuty

and Mr Zhai Luguang, were formerly the head and deputy head of its foreign exchange department. She said the case was still under investigation and had not yet gone to court. Officials at the Beijing head office of the Bank of China. which is one of China's big four state-owned banks and the country's principal foreign exchange bank, declined to comment on the case.

■ South Korea released on bail a union leader adopted as a prisoner of conscience by Amnesty International. The Justice Ministry said "all legal proceedings will go ahead" against Mr Kwon Young-kil, head of the outlawed Korea Confederation of Trade Unions. Reuter, Seoul

Mr Takumi Ogawa, who as deputy mayor of Kobe was in charge of rebuilding the western Japanese city in the aftermath of the January 1995 earthquake, burned himself to death yesterday. Mr Ogawa, 64, killed himself using kerosene. Kyodo, Kobe

## Manila's reforms 'back on track'

By Edward Luce in Manija

The four-year economic reform process in the Philippines appeared to be back on track yesterday after nine months of political in-fighting which had threatened to derail vital planks of the government's lib-

The pro-government coali-tion, which suffered heavy defections earlier this year because of the unpopularity of some of the reforms before Congress, yesterday said it had reached bicameral consensus on the basic elements of a bill to deregulate the oil industry.

The oil bill, which had been held up because of disagree-ments on the level of protec-tion to be given to the fledgling downstream industry and fears of a popular backlash over scrapping petrol subsidies, is now expected to be enacted in the next two months.

Under the accord the crude oil tariff will be cut to 3 per cent from 10 per cent and refined oil and petrochemical products will face a 7 per cent tariff compared with 20 per cent. The bill will abolish an oil price buffer fund which sub-

Other reforms which President Fidel Ramos yesterday said were back on course to be passed before the congressional session ended in June included liberalisation of the retail sector; opening up investment houses, such as mutual funds, to foreign ownprotection on the agricultural sector; and a move to end vote rigging in elections.

"We are very pleased to see that there is now a consensus on oil deregulation," said Mr. Reinier Willems, head of Shell Pilipinas, the local arm of the Anglo-Dutch company. "We are cautiously confident that by this time next year petrol prices will be set by the market and not subsidised by the government."

Deregulation of the oil industry and the introduction of a new tax system have been singled out by the international Monetary Fund as the most important reforms which remain to be implemented.

Last week the BMF concluded its quarterly review of the Philippine economy expressing cautious optimism about the progress of the Philippine

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IRGE

ERNATION

Rhow March

# Labour eases stance on anti-terrorism law

By John Kampfner in London and John Murray Brown

The British parliament was set last night to renew emergency anti-terrorism legislation for a further year as the Labour party dropped its previous opposition to the Prevention of Terrorism Act.

Labour party business managers, who instructed their MPs to abstain in the vote. were hoping to contain a minirevolt by a small group of backbenchers with strong lean-

ings towards Irish nationalism Mr Michael Howard, home secretary, told the Commons that the end of the Irish Republican Army ceasefire and warnings of 25 years of terrorism ahead provided a "bleak backdrop to our debate".

He was speaking as Sir Patrick Mayhew, chief Northern Ireland minister in the British government, held talks in Dublin with Mr Dick Spring, the deputy prime minister of the j Republic of Ireland. They discussed the latest round of meetings with the constitutional parties from Northern

Sir Patrick had earlier reported to the UK cabinet on the 10 days of discussions with the parties that had apparently failed to narrow differences on a mechanism for elections to a forum which will delegate rep-

resentatives to all-party talks. Downing Street officials said Mr John Major, the prime minister, and other senior ministers would receive position papers from Sir Patrick over the weekend ahead of a final decision early next week on the election format.

The government appears likely to back proposals for Westminster style constituen-cies set out by the Ulster Unionists, the province's larg-

Leaders of the main parties, including Mr David Trimble of the Ulster Unionists and Mr John Hume of the moderate nationalist Social Democratic and Labour party, are gathering in Washington for a White House St Patrick's Day recep-tion to be hosted by President had voted not to oppose the

Bill Clinton tonight.



British soldiers remember Ireland's patron saint: Sergeant

loss of income as a result of

the last UK national Budget

says a report published today. This is in sharp contrast to the

government policy of targeting

Ireland Economic Council, an

independent think tank, says

the level of welfare dependence

in Northern Ireland means that

the decisions by Mr Kenneth

Clarke, the chancellor of the

exchequer, have a dispropor-

tionate impact on the local

economy compared with the

The analysis says that, com-

pared with the rest of the UK,

Northern Ireland incomes are

lower, there are more unem-

ployed households and families

rest of the UK.

The report by the Northern

social needs in the region.

that he. Mr Clinton and other world leaders had united during their conference in Egypt on Wednesday in their resolve to combat terrorism.

ism Act has proved of indis-pensable value as part of our

the last few weeks surely put the continuing need for the act beyond doubt," he added.

Labour's decision to abstain in the vote marked the first act, arguing that it threatened civil liberties. The government

Anthony Murphy of the British army's 1st Battalion, Royal Irish Regiment, delivers sprigs of traditional Irish shamrock marking St Patrick's day to soldiers manning checkpoints in Northern Ireland near the border with the Irish Republic

announced earlier this year that the act would be reviewed by a prominent judge. · More than half of Northern Ireland households suffered a

"The Prevention of Terrorarmoury against terrorism and it is vital that its powers are continued by this House," he

Mr Michael Howard, home secretary, said the powers to make exclusion orders - banning individuals from entering mainland Britain - had deterred terrorists from carrying out attacks. "The events of

exposed by the apparent ease with which Thomas Hamilton, the Dunblane mass killer, legally obtained the handguns with which he murdered his schoolroom victims, say senior police officers and other secu-

Potential loopholes in UK

firearms legislation have been

By Jimmy Bums and James Harding

rity experts. Superintendent Steve Read, a firearms commander with Hertfordshire police, said there needed to be much greater scrutiny by local officers of gun licence application forms, with additional psychological tests of potential gun

owners.

The secret lies in the depth of investigation that police forces are prepared to sponsor so that everything that needs to be known about an applicant is known," Supt Read added. "In practice inquiries can be very efficient or merely perfunctory."

Mr Terry Gander, editor of Jane's Infantry Weapons, said: "Generally speaking, the further north you go the more lib-

Senior MPs in the opposition

Labour party admitted yester-day that it is in effect commit-

ted to holding a referendum on

sterling's membership of a sin-

gle European currency if mone-

tary union begins in 1999 on

schedule and a decision has

been taken for sterling to join.

ing Conservative party's cabi-

net is split on whether to make

a firm referendum commit-

ment, there is division on the

issue at the top of the parlia-

Cook, the Labour party's

shadow foreign secretary, said

in the House of Commons that

"no British government can

join a single currency without

the consent of the British peo-

ple". This was a simplification

of Labour's formal position

that it would not take sterling

into a single currency without

seeking popular assent either

Earlier this week Mr Robin

mentary Labour party.

However, just as the govern-

By Robert Peston,

All through yesterday people trickled through the doors of Dunblane cathedral, our Scottish Correspondent writes in Dunblane. A few knelt to pray

Schoolroom killer had been issued with certificates for six weapons

but most sat quietly, contemplating in silence the horror of Wednesday's massacre at the primary school. Some people brought flowers. A great profusion of early spring flowers, mostly white, arrived from an anonymous person in Saudi Arabia, labelled only with the words: "So sorry. The human

The 13th century Gothic cathedral is becoming a centre

eral police tend to be in gun licensing." Earlier yesterday Mr Roy

Cameron, president of the Association of Chief Police Officers, stressed that chief constables went to considerable lengths to try to ensure that guas were not in the hands of potentially dangerous people. "Before a firearm or shotgun certificate is granted, chief constables will satisfy themselves that the applicant is not prohibited under the

through a referendum or a gen-

The party accepts that the

next general election in Britain

will not be fought on whether

to join a single currency. Even

if the election were held at the

last possible moment - in the

middle of next year - a deci-

sion on monetary union would

As a result, if a Labour gov-

ernment decided in 1999 to

replace the pound with the

euro - and assuming that mon-

etary union is initiated on the

current timetable - it would

have to hold a national referen-

dum. "There is no escaping

The question therefore is

why Mr Tony Blair, Labour's

leader, has resisted the tempta-

tion to make this commitment

more explicitly. One reason is

that the shadow chancellor of

the exchequer, Mr Gordon

Brown, is just as hostile to

making a referendum commit-

ment at this moment as Mr

Kenneth Clarke, the Conserva-

that", said a frontbencher.

be premature.

Party divided on EU referendum

of mourning and reflection in the city. Tonight a vigil will be held to remember those who died. On Sunday, which poignantly is Mothers Day, there will be a special morning ser-

"I think that on the surface normality will return to Dunblane very quickly," said the Reverend Moira Herkes, the associate Church of Scotland minister at the cathedral. That's what Scots are like: we display an outward calm and an absence of emotion. But underneath there's suppressed grief and anxiety."

firearms, is not of intemperate habits or unsound mind, be satisfied that the safety of the public will not be endangered by an applicant's possession of weapons and ensure that there is good reason for requiring

But public anger has raised questions about Hamilton's possession of a personal firearms certificate even though he had been expelled from the Scout movement and been the

tive party's chancellor.

Mr Brown is opposed to nar-

rowing his room for manoeu-

vre on the single currency

issue three years before the

decision is taken. He is also

concerned that such a public

commitment might damage the

warm relations which Labour

has cultivated with pro-EU governments across Europe.

"It would send out the wrong

signals", said a senior member

counter-argument for Labour

in favour of a firm referendum

commitment, in that it would

upstage the government's

imminent pledge on the issue.

the coming fortnight to over-

come Mr Clarke's opposition,

permitting him to make the

referendum promise at the end

of the month. He hopes in this

way to persuade recalcitrant

Eurosceptic Conservatives to

cease their campaigning to

keep sterling outside a single currency until after the elec-

The prime minister hopes in

But there is a strong

of the party.

Murders expose gun law loopholes other local inquiries following with children. He had owned a gun licence since 1977 and been a member of various gun clubs, it was confirmed vester-

> The Scottish Office reported that the man who murdered 16 children using four licensed handguns had certificates for six weapons in all. These were a 7.6mm rifle, a 2.2mm rifle, two .357 revolvers and two 9mm pistols.

Under the 1968 Firearms Act, a firearms certificate entitles the holder to own a number of weapons. "People who have firearms certificates can have a range of weapons for different nurposes, so it is not unusual that a person with a certificate has a variety of guns of different calibres," a government official explained.

Hamilton is thought to have filled in a three page standard application form including a negative to the questions "have you now or have you ever had any form of mental disorder," and "have you been

tion. However, the Euroscep-

tics' decision whether to call a

truce depends in part on

Labour's referendum position.

"If Labour were to make the pledge first, it would put us in

an appalling position", said a

leading Tory sceptic MP. "We

would then be seen to be copy-

ing them. In those circum-

stance most of my colleagues

would feel they had to press

Major for a definitive commit-

ment never to join a single cur-

This prospect is causing con-siderable anxiety in the cabi-

net and has naturally per-

suaded some senior members

of the Labour party to argue

for a pre-emptive strike. Mr

Tony Blair, Labour's leader, is

however unpersuaded. "We are

quite happy with our current position," said one of his close

colleagues. "if we made the

explicit referendum pledge, we

would be accused of political

people think that it rather than The Economist was publishing the new weekly. The European was founded by the late Robert Maxwell and is now owned by the multimillionaire Barclay brothers. European Voice was launched last October by the **Economist.** in which Pearson, the British media group which owns the Financial Times, has a 50 per cent stake. The paper

European

loses case

**Economist** 

Law Courts Correspondent

The weekly newspaper The European failed yesterday in its claim that the trademark of

its title had been infringed by

European Voice, a Brussels-

based tabloid recently

launched by The Economist magazine. The claim was made

A judge refused to grant an

injunction to force The Econo-

mist to rename its new publi-

cation. He said there was no

chance that the use of the

word European in both titles

readers. The European had com-

plained that the use of the

word European might make

against

By John Mason,

is aimed at a specialist readership, principally members and staff of European Union institutions such as the Commission and Parliament. It has a relatively small print run of 20.000, circulates mainly in Brussels and does not use col-

The Ruropean is a weekly colour broadsheet with a circulation of about 165,000 among the general public.

"It is quite clear that different people, equally eminent and experienced in the trade. take different views on the question," said the judge. In the end, he relied on his own view the two titles were not similar enough to create confusion, he said.

A spokesman for The Economist said afterwards: "We were surprised The European ever brought this case and are pleased at the judge's ruling". Mr Charles Garside, editor of The European, said the Philip Stephens, Page 16 judge's ruling.

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## Exchange may admit property trusts

stock exchange.

By Simon London, **Property Correspondent** 

The London Stock Exchange is considering changing its rules to allow a new generation of tax-efficient property investment vehicles.

The rule changes under consideration would allow the creation of property unit trusts which would be allowed to trade on the exchange. Fund managers now wishing to invest in property have the choice of buying actual buildings or shares in a property company or unlisted unit

Property companies pay corporation and capital gains tax. which makes it more efficient for tax-exempt investors such as pension funds to own buildings directly rather than shares in a property company. However, this creates a second problem: property can be a difficult asset to buy and sell, and an administrative burden to manage directly.

provide a financially attractive way for fund managers to turn their property portfolios into more easily tradeable invest-

A group of fund managers,

for example, could pool build- Investment Trust (REIT) marings which they owned directly into a new listed trust in which they would own shares. These could then be traded on the

The successful introduction of liquid tax-efficient property funds could lead to a widespread restructuring of the UK property market. Pension funds could exchange their illiquid property portfolios for liquid securities without suffering any tax disadvantage. This would pave the way for the creation of a liquid market in property securities similar to the \$50bn US Real Estate have long argued for the introduction of property investment vehicles which are more tax

tains listing requirement for all listed securities. New rules spearheaded by Mr Dik Dusselallowing property funds with a dorp, the founder and former full stock exchange listing chairman of Lend Lease, the could be introduced as soon as large Australian combine. the summer. Such funds are likely to be based on the unit

1970s helped create the Australian property trust market and the US REIT market, wants to create a vehicle based on the unit trust formula but with a

transparent than property The latest initiative has been

Mr Dusseldorp, who in the

## Acquisitive London-based company plans expansion programme in US and east Asia

## Steel group invests \$950m in Kazakhstan

it is not every day that a privately owned company in London's Berkeley Square decides to invest nearly \$1bn in a rundown steelworks with 38.000 staff in the former Soviet

But Ispat International, the steel group which recently announced plans to invest \$950m in Karmet, Kazakhstan, thrives on taking risks that others might have avoided.

The group, which last year moved its headquarters from Jakarta to London, has in the last decade created a business encompassing Indonesia, Trinidad and Tobago, Mexico, Canada and Germany. Under Mr Lakshmi Mittal, its Indian-born chief executive, Ispat has established itself as one of the more dynamic of the world's

Nevertheless, the Kazakhstan venture is ispot's biggest gamble yet. Even in its first year it will add some \$1bn to the group's \$2bu turnover and add more than 30,000 to the payroll of 6,500. Moreover, whereas much of Ispat's recent expansion has coincided with buoyant steel markets, the latest investment comes amid

signs of a slowdown. Mr Mittal, 45. has no doubts that ispat can modernise Karmet, the world's third largest steelworks, "We can see lots of potential." He is so confident that Ispat is simultaneously



Lakshmi Mittal: "We can see lots of potential"

pressing ahead with plans to expand in the US and east Asia, and with the overhaul of Irish Steel, the only steelworks in the Republic of Ireland.

Mr Mittal has good reason to believe in his management skills. He was born into an Indian business family which made its fortune in steel-making in India. The eldest of four sons, he decided in his mid 20s to strike out on his own and established the family's first overseas operation in Indonesia in 1976. In 20 years he has turned an initial \$1.5m investment in a rolling mill into a group making 6.5m tonnes of steel a year with

assets of \$3.5bn, or \$1.8bn after deducting bank loans. Mr Mittal has steadily cut the com-mercial links with his family in India, leaving him and his wife as sole owners of Ispat. In 1988, he took management

control of Trinidad's stateowned steel company, which he bought outright last year. Other acquisitions followed state-owned companies in Mexico, Sidbec-Dosco in Quebec, and Hamburger Stahlwerke in Germany.

Generally, purchase prices were low but the acquisitions were tied to investment commitments. Ispat has concentrated on producers with elec-

tric arc furnaces - small fur-naces which can make steel economically in much smaller quantities than traditional integrated steelworks using big blast furnaces. Unlike the latter, electric arc furnaces can be be run without large amounts of scrap steel as feedstock. instead, they use direct-reduced iron made by a special process straight from iron ore.

The exchange is expected to

circulate in the next few weeks

the draft of a new chapter to

its Yellow Book, which con-

trust structure, where the

investment's capital base

grows and shrinks as units are

bought and sold, unlike compa-

nies or investment trusts in

which the share capitalisation

biggest producer of direct-Although direct-iron-based steel accounts for only 35m tonnes out of world steel output of more than 700m tonnes, investments by Ispat and others could bring another 20m tonnes on stream by 2000.

Ispat claims to be the world's

The direct-reduced from process has spared Ispat from the swings in scrap metal prices which have been high in the 1990s because of solid demand for steel. So, Ispat has enjoyed a cost advantage over many traditional steelmakers. It has also capitalised on its trading skills and international network to switch supplies between different markets to maximise profits.

Kazakhstan is a challenge of a different order. Not only is the plant much bigger than Ispat's others, it is based on traditional blast furnaces and is poorly served by international transport links. Ispat's plan is to close lossmaking operations, cut staff by 10,000. and invest to raise output from less than 40 per cent capacity

than 6m tonnes a year. Mr Mittal has paid about \$450m for the works and intends to invest about \$500m over five

At the same time, he is busy looking for opportunities in the US, where he recently announced plans for a plant making 1.5m tonnes of directreduced iron a year. He hopes to follow this with investments in electric arc furnaces, possibly buying plants from existing producers. Mr Mittal says: "We set ourselves the target of producing in the former Soviet Union and in the US. We have done the first. Now we need to do the second."

Meanwhile, Ispat has signed an agreement with Kobe Steel. the Japanese steelmaker which developed important elements of the direct-reduced iron techpossibilities in east Asia.

Mr Mittal has also made time to push through his invest-ment in Irish Steel, which the government of the Republic of Ireland is supporting with aid worth IE38m (\$59m). The deal. which was challenged by the UK government on grounds that it broke EU state aid rules, was eventually approved by the European Commission after Ispat accepted limits on Irish Steel's output. Asked why he had spent so much effort on a relatively small plant, Mr Mittal shrugs his shoulders and says:

"I like a challenge.

UK NEWS DIGEST

## **Nuclear** fleet cost up by \$725m

The estimated final cost of Britain's Trident nuclear deterrent rose by £477m (\$725m) last year, but the Ministry of Defence said the programme was still running below its original projected budget. Mr Michael Portillo, defence secretary, said the increased cost was largely caused by inflation and exchange rate variations, although he admitted that real costs had increased by £112m. The higher than expected cost of building a new refit facility at Devonport Dockyard in south-west England is

understood to be one factor.

Mr Portillo said the four-boat Trident submarine force would be ready on schedule and that the second vessel was launched on time at the end of 1995. Mr Bruce George, vicechairman of the House of Commons defence committee, said MPs would demand a full explanation of the reasons for the increased costs. "When you look at every single procutement project the ministry embarks upon, on the whole it does not work or it is over budget at the end of the day," he said. George Parker, West

#### \$3bn loan facility for Railtrack nears completion

Raiftrack, owner of the state rail network's track and stations, is close to finalising a loan facility of between £2bn (\$3.04bn) and £2.5bn which should finance its investments into the next century. Railtrack is set to be floated on the London stock market next month. The facility, which is likely to have a life of between five and seven years, is an important plank in Railtrack's privatisation because the London Stock Exchange requires a company eeking a listing to have sufficient financing in place for working capital and investment.

BZW, the investment banking arm of Bar-clays Bank, is arranging the facility. Once the financing is in place, Railtrack can issue its prospectus. The flotation will take place in May. Bankers said the government's decision to write off £1bn owed by Railtrack would allow the company to draw on the facility without damaging its balance sheet or worrying its shareholders, The government's action means that Railtrack is likely to have a capital structure of £585m to £600m of debt and about Elbn of shareholders' funds.

Antonia Sharpe, Markets Staff

#### Accountancy bodies are urged to co-operate

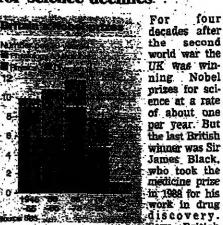
The accountancy profession's six main representative bodies are being urged to take further steps towards closer co-operation in the wake of continued failure to agree formal

mergers. Professor Mike Harvey president of the Chartered Association of Certified Accountants, said the profession's existing umbrella body - the Chasultative Committee of Accoun-tancy Bodies should review its role and structure to see if it could coordinate greater co-operation and help deal with any new regulatory body which may emerge from current

He added that the important issue was to find a "way of achieving our common objectives without losing the valuable diversity offered by the various bodies". The government has been pressing for some time for the profession to "speak with one voice"

Jim Kelly, Accountancy Correspondent

#### Number of Nobel prizes for science declines



prizes for science at a rate of about one per year. But the last British winner was Sir James Black, who took the medicine prize in 1988 for his work in drug discovery.

Science, the scientists' lobby group, drew attention to the recent Nobel groupht in a policy document for the next general election, which it released yesterday to coincide with the start of set96, the national science week. The group said it wanted to set the record straight because "in recent statements minis ters have drawn attention to Britain's out-

ters have drawn attention to Britain's out-standing record in the competition for Nobel Prizes in sciences". The group is pushing for big increase in science spending. Professor Jean-Patrick Compensate, of Impe-rial College, London, who is on the group's executive committee, said winning Nobel prizes was not just a matter of honour and glory. "When British scientists win, they have a great influence in attracting young people into their subjects," he said. Clive Cookson: Science Softon

#### Oil and gas exploration licences are awarded

Twenty two licences for oil and gas explora-tion on land in England were awarded by the government. They cover making other awards lands and Lincolnshire basing other awards were made in less well-established areas including south Wales. Yorkshire and Hum-berside, Hampshire, Oxfordshire and Witt-shire. Mr Richard Page, the junior energy min-ister, said the licences should result in a ister, said the licences should result in a strong increase in onland exploration activity. Several of the licences are for extracting gas from coal deposits. David Lascelles, Resources Editor



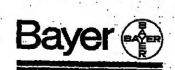
#### How Bayer conserves resources by recycling:

There was a time when the importance of using raw materials efficiently was not appreciated to the same extent it is today. Many things that were formerly disposed of as waste are now recycled or have become the starting products for new

For example, sulphur dioxide is collected in flue-gas precipitators and converted into sulphuric acid. Hydrochloric acid, a by-product of chlorination processes, is returned to the manufacturing cycle. Polluted solvents are reprocessed, and useful substances are recovered from waste water with the help of modern separation techniques. As a result, raw materials are conserved and the burden on the environment caused by emissions is eased.

Environmentally acceptable operations and responsible conduct are, to us, important steps forward in preserving the natural basis of life for generations to come.

We would be happy to provide more information upon request. write to Bayer AG, Public Relations Department (KI),



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STIME MARKET

hen the Americans with Disabilities Act went into effect in 1990, US managers were unsure how to conduct interviews with disabled job applicants.
"The EEOC [Equal Employment Opportunity Commission] originally took the position that we couldn't even broach the subject of disability until after we had made an offer, says Kenneth Tregenza, administrator of employee relations at General Motors. But they seem to have backed off that view. Now, we discuss up front what the job entails. physically and what accommods.

tions would have to be made."

Siz years after the passing of the Americans with Disabilities Act (ADA) - which guarantees equal opportunities for the disabled employers are still trying to sort out its nebulous and ever-changing regulations. Confusion over provisions has led to calls for a rewrite or even repeal of the law on Capitol Hill, calls that have become louder now that Congress is dominated by anti-regulation Republicans. Many managers remain con-

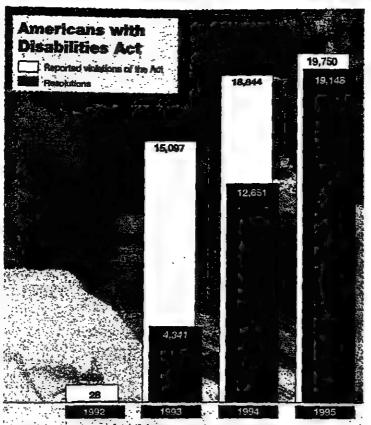
cerned over the vague wording of the act. Under the ADA, the private sector is required to make "reasonable accommodations" for workers with "disabilities", yet fails to clarify exactly what these terms mean "What is a 'disability'?" asks Jonathan Mook, a lawyer with Ogietree, Deakins, Nash in Washington

DC. "Does it include things like diabetes, Aids, obesity? And what is a 'reasonable accommodation'? The government has left these questions to be hammered out in the courts at great cost to some employers." The confusion has led to a spate

of lawsuits over the issue - some 50,000 at the last count, according to the Bureau of National Affairs. At times, the suits seem to take bizarre twists. Last September, an obese man was awarded more than \$1m (£666m) in a settlement with Northern Automotive Corp in California. after the 454lb equipment operator complained he was fired because of his weight. That same month, a physician with a drinking problem failed to win a case against New York City Health and Hospitals Corporation. The doctor, who had been suspended for being visibly drunk on the job, had claimed protection under the ADA as a recovering alcoholic.

Adjustment to the act is thought to have been especially difficult for small companies, which in many cases have little experience in dealing with disabled workers. But a number of blue chips have also been slapped with lawsuits, including Boeing, Chrysler, GTE, AT&T and General Dynamics.

Critics of the ADA point out that the legislation does not appear to have boosted the numbers of disabled in the workplace. According to



# Equality experiment

Employers are still confused about the Americans with Disabilities Act, writes Victoria Griffith

the Census Bureau, of 49m disabled persons in the US, about 15m held jobs in 1993, the latest year statistics are available, compared with about the same number before the law went into effect. Moreover, EEOC statistics show that just 10 per cent of ADA lawsuits involved hiring decisions. The rest were complaints by workers who already had jobs with the company they

Sceptics also claim that the act has most benefited those with less severe disabilities. About 19 per cent of all ADA lawsuits to the end of last September were filed by workers with back impairments, according to the REOC. Another 12 next few years we should see some

per cent were based on emotional and psychiatric disabilities. A poll conducted by the consul-

\$1,958,500 \$30,039,165 \$39,108,655

tants Louis Harris and paid for by the National Organisation on Disability claims the act is making a difference to the disabled, and at little cost to employers.

According to the survey, three quarters of managers said they expected to make greater attempts to hire workers with impairments over the next three years. "We haven't seen much of an impact on the number of disabled in the workplace yet, because it's taken a while for employers to understand the issue," says Tregenza. "But over the

real headway being made."

ADA proponents point out that the expense of making adaptations is usually small. The Job Accommodation Network, a government agency, estimates that the typical accommodation costs about \$200, with about three-quarters of all changes running under \$500. "The solution can be as simple as providing a parking space closer to the entrance," says Deborah Jones Hendricks, assistant project manager for the Job Accommodation Network. Companies also accrue savings on payments that would otherwise have to be paid to workers who become disabled after they

are hired. At times, making the workplace amenable to people with impatrments requires a sizeable investment. Eastman Kodak, for instance, has adjusted the speed of elevator doors, banded out voice-activated computers, and adapted its toilet stalls to accommodate employees. Although, according to the Harris poll, most managers say disabled workers are more expensive than employees without impairments. many feel the extra trouble and

expense is worthwhile.

"We find that once we've made the investment, disabled workers are more loyal and tend to stay with the company longer," says Barbara Steen, supervisor of disability management at Rastman Kodak. Some companies are taking

advantage of their disabled workforce to expand their customer appeal. General Motors, for instance, has launched a pro-gramme which enlists the company's impaired employees to make suggestions on vehicle design.

"Sometimes we're talking about big markets here, like for people with arthritis," says Paul Ulrich, development engineer for the com-pany and a whoelchair user. "If we can come up with an easier ignition, that expands our customer base, and people with disabilities spot these features more quickly than everyone else."

Under another initiative, General Motors offers to spend up to \$1,000 to modify disabled customers' vehicles. "We estimate that for every sale under this programme, we generate another two sales of standard vehicles," says Ulrich, "It creates so much goodwill that relatives and neighbours of the disabled person take a second look at GM next time they go shopping for a

With Congress calling for fewer private-sector regulations, the future of the ADA is uncertain. Yet despite the confusion surrounding the act, many managers are enthu-siastic about the legislation. Diverse workforces have become a goal in corporate America, and at a growing number of places, that includes disabled amployees.

#### JOHN KAY

# Challenging the robust and flexible plc



has promised new rules to regulate building societies. But with building societies rapidly turning themselves into banks, it is not clear that

there will be much left to regulate by the time the rules are in place. Corporate investors are taking over from rich individuals - (less rich than they were) as the source of capital for Lloyd's of London. KMPG has become the first, but certainly not the last, accountancy

partnership to place its audit functions into a limited company. The nation's railway lines, proud creation of Victorian engineers and financiers, are again about to be floated on the London Stock

Behind these apparently uncon-

Among life assurance companies, it is mostly the weaker companies who see conversion as the only means to sufficient capital to

support their growth

nected events there is a single theme and a single cause. The theme is convergence on the plc as the only form of economic organisation in the modern world. The cause is that we have not allowed any other form of economic organisation to achieve the combination of robusiness to external chal-lenge and flexibility in changing circumstances that we have given

For mutual businesses, it seems to be a problem either to have too little capital, or too much. Among building societies, it is the strongest who are at the front of the queue to convert, over-supplied with capital, and able to use it to deliver value to their members and develop the range of their businesses. Among life assurance companies, it is mostly the weaker companies who see conversion as the only means to sufficient capimoney box is too full, you must convert to let some out: if it is too empty, you need to convert to

attract more in. Lloyd's has a historic structure that is simply too idiosyncratic to survive. That is part of its litigation problem: imagine if all the legal questions you could raise about the structure and envernance of a company were the subject of cases against a single firm. That company would find itself preoccupied with litigation and beleaguered by legal expenses, and something not very different is happening here. So Lloyd's management increasingly comes to resemble the management structure of an ordinary company, and so does its capital base. And no one would be keen to work for BP or BT if every case of an incompetent tanker captain or a wrong connection involved a risk that you would have to sell your

cardboard city. The partners of the big accountancy firms don't much like that kind of risk either. Who wouldn't rather be a company director. with a safe salary, share options, and a company-funded policy to cover directors' liabilities, errors and omissions?

house and take up residence in

So that is what they plan to be. And yet there is a cost to this loss of variety of organisational form. British mutual financial institutions were extraordinarily successful in their day. Building societies invented the residential mortgage, and captured most of the retail savings markets before the complacent, cartelised banking industry got round to noticing. Money Management's life assurance performance tables consistently show mutual companies at the top. The very distinctive character of Lloyd's gave it a flexibility and a capacity to exchange and process information which was central to London's pre-eminence in the world insurance market for over a century. And the partnership structure is a legal form which mirrors exactly the business relationships which exist within an effective professional

nerviers firm. So we made a mistake when we decided, partly by default and

we would not give these alternatives any encouragement. The watershed was when the government decided that it was anomalous that the assets of the TSB were not owned by anyone, and transferred them to the custody of the board of a plc. which promptly threw them all away.

That might have been s reminder that the pic was not a perfect structure, but no such lesson was learnt. Auditors got a dusty answer when they sought more legal protection for their partnership structure: building societies were made vulnerable to takeover but denied the opportunity to turn themselves into mutual banks. But sooner or later we will have to revisit the issue. We will have to revisit it because we want to have schools and hospitals that are free of

When the limited liability company was invented, critics thought it would not prosper because no one would trade with such an irresponsible organisation

direct political control and able to raise private finance; but there will never be a popular appetite for passing responsibility for edu-cation to Dotheby's Hall plc. We will have to revisit it because we have not yet got right the ways we run and regulate monopoly utili-ties. And we will have to revisit it because one of the features of a vibrant society, socially and economically, is the variety and range of its institutions.

When the limited liability company was invented a century and a half ago, many critics thought the institution would never prosper because no one would trade with such an irresponsible organisation. The critics were not completely wrong. The plc is far from the ideal form of organisation for every substantial business. It is just that, at the moment, it is the only viable form we have.

#### CONTRACTS & TENDERS



#### MOD Joint Services Command and Staff College PFI Opportunity

The Ministry of Defence intends to establish a Joint Service Command and Staff College (ISCSC) to substime the functions of the three single-Service Staff Colleges (the Royal Naval Staff College Greenwich, the Army Staff College Camberley and the Royal Air Force Staff College Bracknell) and the Joint Service Defence College at Greenwich. The location of a JSCSC neight be at Camberley or at a site (not necessarily in Ministry of Defence own readily accessible from London.

The ISCSC will be the Ministry of Defence's premier training establishm prestige institution which will provide training of the highest quality to selected students from the UK Armed Forces and abroad. The Ministry of Defence wishes to identify the potential for private sector involvement in the provision of high quality College accommodation (including infrastructure and residential accommodation), associated facilities management for a range of services, and possibly civilian academic support. There is also potential for development on surplus MOD land.

The Minstry of Defence wishes to identify the potential for private sector involvement consistent with the UK Government's Private Finance Initiative (PFI) in which case it will be for the private sector to determine the method of funding required as well as providing the innovation, technology and expertise to deliver the service to the required standard.

A briefing day from which potential bidders can gain a better understanding of the opportunity, together with further details and an opportunity to discuss the project has been arranged. The proposed date of the briefing is 26th Merch 1996 and it will be held at the Army Staff College, Camberley.

To register your interest for the above major business opportunity, and to receive an invitation to the briefing day along with a Preliminary Information Pack and Pre-Qualification Questionnaire please contact

John Service Command and Staff College Project Team

Army Staff College Camberley, Surrey GU15 4NP Tel: 01276 64514/63892

Prospective bidders may wish to note that it is the Ministry of Defence's current intention to provide an outline specification for the required services to companies who successfully pre-qualify and to seek indicative bids prior to short-listed tenderers being invited to negotiate.

Interested parties should note that notice was despatched to the Official Journal of the European community on 27 February 1996.



#### MINISTRY OF DEFENCE PRIVATE FINANCE INITIATIVE **ADVISER**

The Ministry of Defence wishes to appoint a UK- based firm to take the lead in providing advisory and support services for the development of a PFI solution to a major project that is under consideration for the refurbishment and modernisation of its principal HQ building in Whitehall; the project will include the decant of staff and subsequent re-occupation. The advice required is expected to include, but is not limited to, construction, financial, facilities management, property and publicity services, The capital cost of work on Main Building is estimated to be in the region of £150 million.

Further information is available in the current edition of the Ministry of Defence, Works Services Opportunities available

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#### THIRD CALL FOR TENDERS FOR THE SALE OF THE ASSETS OF "THE UNITED PACKAGING INDUSTRIES OF GREECE S.A."

of Athens Greece. "STHNIK) KEPHALEOU S.A. Administration of Assets and Limilities". of %a, Chryscophilotisms St., Athens, Greece, in its capacity as Liquidanor of "THE UNITED PACKAGING INDUSTRIES OF GREECE SA" a company having its registered office in Athens, Greece (the "Company"), currently under special liquidation according to the provisions of article 46s of Law 1802/1900 by virtue of Decision No 5074/1996 of the

Athens Court of Appeal, upon instructions of the creditors representing to the claims against the Company.

an usuaces a third call for tenders

for the sale of the assets of the Company described below, as a single whole, BRIEF INFORMATION BRIEF INFORMATION

The company was established in 1974, in 1989 it was placed under special liquidation according to the provisions of article 46n of Law 1892/90. Its objectives included the production and sale of packaging materials.

ASSETS OFFERED FOR SALE:

ASSETS OFFERED FOR SALES

The assets being offered for sale include a factory standing on a plot of initially 101.337.76 sq.m., reduced to approx. 71,795.76 sq.m. following street augment and tand expropriation in the area, at the 2nd kim of Tripoli - Argos National Road, containing machinery and mechanical equipment. The trade name of the company is

OFFERING MEMORANDUM - FURTHER INFURNATION i parties may obtain a copy of the Officeing Memoraudium in respect of the and its masses upon signing a Confidentiality Agreement. TERMS AND CONDITIONS OF THE AUCTION

1. The Auction shall take place in accordance with the provisions of article 46s of Law 1892/1900 (as supplemented by art. 14 of L. 2000/91 and subsequently autorated) the terms and conditions set forth bareas and the "ferms and Conditions of Sale" contained in the Offering Memorandum. Such provisions and other terms and conditions that apply irrespectively whether they are mentioned herein or not. Substitution of binding apply irrespectively whether they are mentioned herein or not. Submission of binding offers shall tream acceptance of sach provisions and other terms and conductors. Rinding Offers: Interested parties are hereby invited to submit binding offers, not later than Thereby, April 9th 1996, 12.00 hours, to the Athens Notary Public Mrs. Immus. Gavrieti: Anagmostalaki, 18 Fidiou St., Athens 106 78, tol.: +30-1-38.19.728.

fax.: +30-1-38.25.191. Offers should expressly onte the offered point and the detailed teams of payment (a cash or instalments, mentioning the quanties of instalments, the dutes thereof and the Orders should expressly uses into ourselps space and not returned states of protections or cash or insulments, mentioning the number of insulments, the duses thereof and the proposed animal interest rate if say). In the event of not specifying a) the way of poyutest, b) whether the credited annual stadil bear interest and c) the interest rate, then it shall respectively be deemed that a) the offered price is payable upon accuration of the sale contract, b) the amount credited shall bear no interest and c) the interest rate shall be the legal rate from time to time in force. In all cases where the credited amount bears be the legal rate front that to take at free? In all cases where are crounce another constructions and small be payable on the dates of payment of each metaborent. Binding offers submitted later than the above date shall neather be accepted not considered. The offers shall be binding until the adjudication. Submission of offers in favour of that parties to be attended at later range shall be accepted under the considered may be appeared to a take a sign above the considered with the offers that it is not that it is not the object upon submission at later range shall be accepted under the considered that gives a passonal gammance in favour of such third party, for the compliance of the obligations deriving from the side contents.

contract.

3. Letter of Guarantee, Blading offers must be accompanied by a Letter of Guarantee, beautied in accordance with the sample Letter of Guarantee editations in the Offering Memorandum, by a bank legally operating in Greece, to remain valid until the adjudication, the amount of the Letter of Guarantee satur by 1985, FORTY MILLION (2010) 000 100.

(40,000,000...)
The Letters of Guarantee shill be unacted after the halpetication.

4. Submissions: Binding offers together with the Letter of Observation final be imbanised in scaled opener cavelopes. Spiratomore, shall be made in practice or through a different control of the control of t

in eather opener enveropes, summarises among an assessment of the above mentioned sense.

5. Envelopes containing the binding offers shall be unusualed by the above mentioned Newsy Public in her office, on Theoday, April 9th, 1956, 1450 incurs. Any party having days submitted a binding offers shall be enabled to adread and sign the dead assessing the assessing of the beading offers.

6. As highest, bidder shall be transidered the participant whose offers will be judged, by creditors representing over 51% of the classics against the Company University types suggestion by the Liquidents; so be in the best innerests of all of the creditors of the Company. For the purposes of evaluation, as offer to be paid to insulatous shall be successed on the beat of its present while, to be calculated by employing a 1976 manual-

searcised on the basis of its present value, to be calculated by employing a 17-20 minute discount rate, compounded yearly.

7. The Landsdoor shall give systems motice to the highest hidder to appear on the date and place membrated thereith and execute the contract of sale in accordance with the larms contained in his burding offer analog any other improved series, which they be suggested by the Creditors and agreed upon. In the event of the highest hidder not complying with such obligation, the Letter of Guarantee shall be forfeited as a penalty. Adjustication shall be deemed to make affect upon execution of the contract of sale.

8. All costs and expenses of any usture in respect of the participation in the Auction and the transfer of the assets, afferred hereby for sale shall be exclusively because by the numbers.

the transfer of the assets, oftend hereby for onle shall be exclusively borne by the purchaser.

9. The Liquidator and the Creditors shall have no intelligence of the officers of the appointment of the highest bidder or any decision to the evaluation of the differs or the appointment of the highest bidder or any decision to repeat or one of the American or any decision whatsoever in contacting with the proceedings of the American or any decision whatsoever in contact of the proceedings of the American and the liquidator, the Creditors and the Piccary Public study have no highlity for any legal or actual defects of the assets. Solingistics of brighing offers shall not create any legal for the adjuditation, our the purchasents of highlights, power or chain from this Call and/or their participation is the American application. It is a support the Creditors for any remote whatspeets. Creditors for any reason whitsochic. 10. This Call has been dealth in Goins and spundable into Emplois in any event, the

Oscil version dail privail.

To chrain the Offering Memoranidan and for any further infortance please cognet for Liquidator of the Company: "ETHVIKT KRPFALEOU S.A. Administration of Assets and Liabilities", address 9s. Coryscopiliotesis Sercet, 105 60 Atlants, Greece, ucl.+30-1-323,14.84, fez: +30-1-321.79.05 (uterrion Mrs. Marita Frangaliu).

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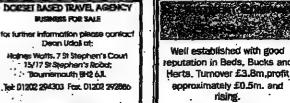
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## KENT

## Where Europe begins

The last English county seen from Channel Tunnel trains is trying to end its backwater image. But its efforts have a long way to go, writes William Lewis

he business leaders of Kent are seeking a radical change in their county's image as a sleepy economic backwater.

Kent is known affectionately as "the garden of England". But it has the potential "to be the front garden of the UK facing the rest of Europe," says Mr Jon Barrett, head of inward investment at the Kent Enterprise Office based in Chatham and the agency responsible for helping companies relocate to

Mr Tim Byles, Kent County Council's director of economic development, agrees. He says that "Kent is not the end of England, it is the beginning of

Concern that this image not being communicated to potential investors led Kent ousiness leaders to call on Sir John Harvey-Jones, former chairman of ICI and now a well known business troubleshooter, for his views.

Sir John did not mince his words. Speaking at a conference in Folkestone in Novemher, he said: "There is a total lack of cohesiveness in Kent and Kent's approach to the problems it is facing."

What Kent needs "above everything" is "a clarity of vision and one person very clearly carrying the banner for the county". He said that the county needs a "Mr Kent" to lead its new identity drive and

encourage investment. Sir John advised business leaders to do "everything possible to get Kent to concentrate, over a number of years, on building up its identity and

develop a slogan - perhaps

as well a logo to be used by every Kent business. He also suggested the amalgamation of some of the agencies responsible for marketing Kent under the name "Kent in Front".

Most important of all, Sir John said, was the need for "an absolutely clear cohesive effort, where strategists, the development agencies. enterprise council and everyone else are all in one room, promoting overall economic development together".

Sir John's message is one that the county's business leaders appear to be taking to heart. Later this year Kent County Council and Kent Training and Enterprise Council (Tec) will be announcing new initiatives which should help bring closer together the agencies involved in the county's business

There is also to be a shake up at the Kent Enterprise Office, which is to be renamed Invest in Kent. "We are talking about a change in the way we do things in Kent, some of which is already under way." says Mr Byles. He wants to encourage the county to focus on 10 to 12 core sectors and develop cross-sector initiatives to boost economic growth. "We want a more co-ordinated approach to help overcome structural weaknesses," he

As part of its attempt to enter the European mainstream, Kent has established a relationship with the Regional Council of Nord-Pas de Calais. The aim has been for the two areas -Kent with its 1.5m people and Nord-Pas de Calais with about four times as many people - to be considered as a Euro-region.

While analysis say that Kent has been able to obtain some additional economic development funding by promoting this transborder or Trans Manche - concept. the link up has caused some confusion for inward investors. As a result, in the early stages of inward investment meetings the KEO introduces clear

Confusion about the size and shape of the county of Kent is likely to be increased when the Medway area solits off to become a separate unitary local authority and as the UK government's Thames Gateway

Nevertheless there are clear benefits to Kent from its French link up. Following the completion of its first transfrontier programme under the European Union's Interreg initiative. Kent was allocated £14m for a new interreg 2 programme for joint transfrontier projects with Nord Pas de Calais.

The aim of Interreg is to assist border regions to overcome problems of isolation at a national level and develop co-operation across national borders. Although the initiative will focus mainly on the areas on each side of the border, there are also a number of projects being public, private and voluntary sector bodies. If approved these projects can attract up to 50 per cent funding from the EU.

bere are also a number of other European funding initiatives. For example Thanet, an area of industrial decline and high unemployment in south east Kent, is eligible for Objective 2 status, which enables £11m of EU structural funds to be draws down for training

Grants and financial assistance from the UK government are also available companies, though mostly in the east of the county.

in July 1993 the area was granted assisted area status. with Thanet classified as a full development area and the districts of Dover. Swale and Shepway granted intermediate status. Designation as a full development area means that Thanet has been able to attract higher levels of grants.

Kent County Council says it has "fought long and hard to persuade government that the has deep seated

Other regions claim to be

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glad that its case is being recognised. The assisted area status was granted for three years and is up for renewal this year. Mr Mike Glennon, the KEO's marketing services manager, says that he would be "amazed" if the government

In the last three years the KEO has been kept busy with more than 1,000 enquiries each year, but it has not met job creation targets. As a result consultants have advised that it re-focus its efforts on new investment into Kent by UK or foreign owned companies rather than seek relocations of UK companies

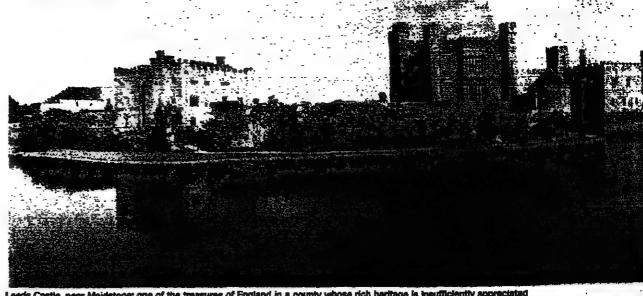
Last month's announcement by the government of the consortium chosen to build the high speed Channel tunnel rail link should help attract investment into Kent.

The £3bn contract was awarded to the London & Continental Railways consortium and its high-speed will have purpose-built stations in Kent. one in Ebbsfleet, where plans to build a new town were recently unveiled by Blue Circle industries, and a second

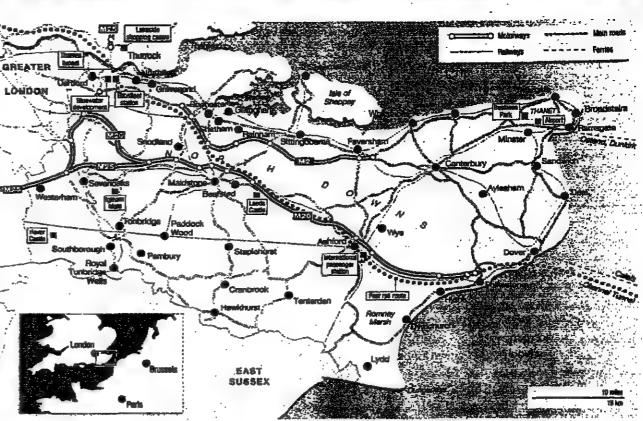
investments may not be enough to overcome Kent's structural problems. Even to grow at an annual rate of 2-3 per cent over the next 10 years. it is spread evenly across manufacturing and service industries.

For example, there are big differences between regions of Kent, with unemployment rates well above the national average in some areas. There is also a belief that Kent's economy is too reliant on a small number of large

The on-going battle between Eurotunnel, the crisis-hit operator of the Channel tunnel, and the ferries, could also have a damaging effect in Kent this year. Eurotunnel is negotiating with its banks to ensure its survival and the ferries are likely soon to have to contemplate reducing their



Leads Castle, near Meidstone: one of the treasures of England in a county whose rich heritage is insufficiently appreciated



operations, perhaps through

Kent businesses are also concerned about the local labour market. Some complain at the lack of a strong relationship between companies and the county's educational institutes.

According to a recent economic study on Kent. London continues to provide

employment for a significant part of Kent's 605,300-strong working population. Just under 100,000 Kent residents commute to London, mostly from the north and west of the county along the principal

road and rail routes. Business leaders fear that privatisation of the rail network could hit Kent, with the quality of rolling stock

currently in use described as poor. The shortage of high quality business premises is also seen as a constraint on inward investment. In particular, there is a gap

in the provision of specialised business incubator and science park developments aimed at small and medium sized technology-based companies. Kent's attempt to establish itself as Europe's front garden is vitally important not just for the county, but also for the rest of the UK. If Kent failed to assert its

identity clearly in Europe, it would be to the detriment of the UK as a whole, said Sir John. The county should therefore remember that it was fighting not just for itself but

■ THE EXPANDING INFRASTRUCTURE: by William Lewis

## and, sea and in the air

The Chunnel has stimulated huge capital spending

Kent expects a stormy summer in the market for cross-Channel travel due to the increasingly bitter fight between the ferry companies and Eurotunnel, the troubled operator of the Channel Tunnel

With Eurotunnel in negotiations with its 225 banks over the repayment of £8bn of debt. and P&O and Stena-Sealink, the two main ferry companies, resisting strong commercial logic to merge or trim their cross-channel operations, the only certain outcome appears to be that more jobs are going to be lost in Kent.

Transport, distribution and infrastructure are crucial economic sectors for Kent. For example, the distribution sector employs 22,000 employees -4 per cent of the total - a figure which more than doubles if

transport is included. Kent Port Strategy, a comprehensive study into the future of Kent Ports agreed by the ferries and Eurotunnel in collaboration with Kent County Council, suggests three possible scenarios in the cross channel battle, all of which involve "disequilibrium" in the cross channel market at least

until 2000: Eurotunnel's Le Shuttle service will capture about half of the total car passenger market. This would leave the ferry operators "almost bereft of traffic except during the peak summer season". Only a "residual" Dover-Calais ferry operation would survive.

Eurotunnel will capture about 35 per cent of the total market, with the ferry opera-tors taking a similar share. The speed advantage of the tunnel will be offset by other factors, for example the ferries' superior on-board facilities. Eurotunnel's market share will

be reduced to 25 per cent. All three senarios have implications which "are very serious indeed" for the Kent economy, the report states. The first implies "the virtual extinction" of Kent's port and ferry industry. The third lapse of Eurotonnel plc and the refinancing of the tunnel".

The predicted fall-out for Kent from the battle between the ferries and the Eurotumel comes after a period during which port related employmen has already suffered.

a 16 per cent decline in employ-1995 P&O would probably ment in the port industry 1,300 jobs. Another 1,060 are expected to go between 1993 and 1996. Net employment loss in Kent port districts from 1991 to 1996 is expected to total

3,000 tobs. Last September, Eurotunnel suspended the payment of interest on its £8bn debt, in an briefs on revoral frompagagaga still. Recently it said that a. French court had appointed two individuals, one of whom is Lord Wakeham, former UK energy secretary, to try to resolve its financial crisis.

The Anglo-French company has begun to shift its pricing

The ferry companies' share may diminish

strategy from charging a higher price for a premium service to one which seeks to maximise passenger levels - "a ferry company operating under the sea" as one analyst describes it.

The ferries have met Eurotunnel's challenge with what City analysts describe as bizarre tactics - increasing their capacity. According to the Dover Harbour Board, the trust body which is responsible for Dover Port, there are now

more than 80 crossings a day. in spite of Eurotunnel pleadings, there are few signs of the ferries moving towards rationalisation. Lord Sterling of recently said that if the cross channel market continues to grow at 20 per cent a year as in

endure the short-term impact on ferry profits this year. "The interesting thing will be to wait until the end of 1996," said Lord Sterling. However, if the price war

intensifies and the tunnel continues to take more market share, City analysts expect P&O to ask the government to In the run up to the opening

of the tunnel, the ferry companies undertook certain rationalisation measures. Some routes, such as Dover-Boulogne, have closed, leading to significant job losses, Predicted further reductions in capacity will lead to additional loss of port and ferry employment." the report states.

Mr Bill Fawcus, a Dover Harhour Board executive, is open minded about the outcome of the ferry-Eurotunnel battle. He predicts a "balancing out"; in the cross channel market, but says "it is difficult to say what form that will take".

He predicts "further growth" in passenger traffic and says there will be at least 17.8m passengers in 1996.

Nevertheless, there are signs that the trust is preparing for a future in which the ferries are smaller players. Dover Harbour Board is diversifying into areas such as property development and cruises.

Elsewhere the news on infrastructure development is more positive. Two weeks ago, the government announced the long-delayed go-ahead to build a high-speed rail link between London and the Channel Tunnel entrance

The £3bn contract was

tinental Railways consortium. It will take over the European Passenger Services from the government and plans a stock market flotation of London &Continental in the second half of 1997 to coincide with the start of construction. The high-speed link will have two stations in Kent, in Ebbsfleet, where plans to build a new town were recently unveiled by Blue Circle Industries, and

in Ashford.

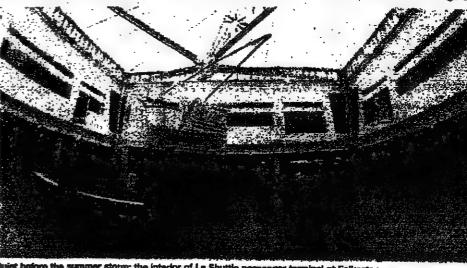
Construction of the tunnel rail link has five main components, each accounting for about a fifth of the total capital cost of £3bn, before inflation. Three of them should substantially boost Kent's construction industry. For example, construction of the rail link will necessitate about 70km of track passing through Kent to the coast, involving construction of a railway viaduct over the River Medway and 3.2km of tunnelling.

The recent opening of the international passenger station in Ashford means that ahead of the high-speed link passen-gers boarding there can reach Paris on the Eurostar Channel tunnel route in two hours and Brussels in two and a quarter

Mr Anthony Slack, Ashford Borough Council's planning officer and deputy chief executive, argues that Ashford could now experience a "Gatwick or Heathrow" effect, by attracting businesses to relocate to its vicinity on the back of its excellent European and UK communication links.

Near Ashford are three key

development sites - Eureka Science and Business Park, Orbital Park and Waterbrook



From 1991 to 1993 there was Quiet before the summer storm: the interior of Le Shuttle passes

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# Key areas are targeted

New jobs are sprouting, but underlying weaknesses remain unresolved

Kent appears to have a rosy economic future. Experts forecast annual growth of 2-3 per cent over the next 10 years, spread evenly across manufacturing and service industries.

Ernst & Young, the accountancy firm, and Business Strategies, a consultancy, also predict a rise in employment. albeit at a slower rate - 1 per cent per annum. This should lead to the creation of 32,000 jobs between 1995 and 2000 and a further 19,000 jobs in the six years to 2006.

If things go according to plan, by 2006 total employment in Kent will have risen to 673,200. Manufacturing as a percentage of gross domestic product will have increased from 18.7 per cent to 23.3 per cent

However, the consultants, , who were commissioned by Kent County Council and Kent

Training and Enterprise Council (Tec) and have published a concentration of jobs in declining industries Wide ranging and comprehensive draft report called Kent Prospects, question whether this growth rate is enough to overcome Kent's fundamental economic problems.

The critical question is whether growth rates of this sort will be sufficient to rectify structural weaknesses in the Kent economy and enable it to 'catch up' with rest of the South East region as a whole," the Rent Prospects report States.

During the boom years of the 1980s Kent's economy expanded more rapidly than the South East region as a whole, with growth averaging approximately 5 per cent a year. During the recession in the early 1990s Kent's economy contracted more slowly.

However, Kent Prospects, billed by Kent County Council as the first study of its kind in the UK, identifies a number of "fundamental weaknesses": the county of Kent has the second lowest GDP per capita within the South East region;

Kent's economy is structur-

ing manufacturing industries and a smaller percentage in services than the rest of the South East. • there are "pronounced dis-parities in well-being" between

different regions within the county. Unemployment rates are well above the national average in some areas. North and east Kent have been seriously affected by the decline of traditional industries. Approximately 80 per cent of Rent's unemployed

total of 58,000 - 7.8 per cent of

the workforce - are concentrated in these areas. In terms of employment distribution, the Kent industrial structure stands as follows: banking and finance 10 per cent; transport and communications 9 per cent; distribution, hotels and catering 22 per cent; construction 6 per cent; manufacturing 17 per cent; primary sector 5 per cent; and other

Another issue is the reliance of Kent's economy on a small number of large companies. Ernst & Young and Business

services 31 per cent.

tance of "adopting defensive measures to ensure that existing investment stays in place" and so that the negative effects on Kent of any possible restructuring are minimised.

The dangers are clear. Kent has a strong pharmaceuticals sector which employs 9,000 people - . 1.6 per cent of the workforce. It is seen by Kent County Council as one of the most important sectors.

However, eight companies account for 80 per cent of jobs in the sector and there have been job losses in Kent as a result of the recent pharmaceutical industry global restruct-

For example, Glaxo's 29.1bg. take over of Wellcome in March 1995 led to the closure of Wellcome's pharmaceuticals research and development centre in Reckenham where it employed more than 1,600 staff. The company has said that an outright sale to another big research and developmenthased multinational might be possible, as might the creation of a science park or homes.

However, according to Mr

righter prospects: speculative office buildings at King's Hill, Wast Mailing

Stephen Mallen, head of research at Knight Frank and Rutley, the commercial property agency, such possibilities look far fetched.

Mr Tim Byles, director of economic development at Kent County Council, says that Kent Prospects grew out of an earlier study into the future of the county's ports. Mr Byles says that Kent County Council was able to persuade Kent's arch

rivals - the ferry companies and Eurotunnel the Anglo-French operator of the Channel tunnel - to agree to a 295 page report which detailed

a strategy for Kent's ports. Having achieved what many saw as the impossible task of persuading the ferry companies and Eurotunnel to reach agreement, the council, with Kent Tec, commissioned a study on the Kent economy as

whole. Its aim is to bring together the public and private sectors to agree a strategy

A draft report, currently out for consultation, recommends focusing economic development strategy on 10 to 12 key sectors, including pharmaceuticals. They include:

Transport. Rail, road, sea and air transport account for 34,000 jobs, 6.5 per cent of Kent's total workforce. The health of this sector is largely reliant on the future of Eurotunnel as well as possible

retrenchment by the ferries. • Food Processing. This sec tor employs 4,000 people - 1 per cent of the work force -but that is a relatively low proportion compared with the rest of the South East and the UK as a whole. Forecasts are for the sector to continue to contract over the next five years in spite of potential synergies with Kent's agricultural sector. · Construction. The building of the channel tunnel created about 8,000 jobs, raising the total of construction workers to more than 20,000, or 3,5 per cent of the workforce. With the tunnel completed, the hope is for job losses to be minimised due to the construction of the high speed rail link across Kent and other developments.

With 30 per cent of the predicted new jobs in Kent likely to come through self-employed businesses, Mr Byles argues that Kent "needs systems to develop these businesses". That will require "public and private bodies all pulling in the same direction in Kent - a tough prospect, but one that is already beginning," he says.

#### HIGHER EDUCATION; by William Lewis

## The superstructure is top-heavy

Kent has more than its fair share of administrators but surprisingly few students

Professor John Craven, deputy vice chancellor of the University of Kent, sits in his office in Canterbury and ponders one of the county's more bizarre ironies.

According to a University of Kent study, there are 16 bodies in Kent, excluding higher and further education institutes. involved in education and training in Kent. They range from Kent Tec to Kent Enterprise Office and Kent Rural Community Council

For the county more appears to equal less. Kent has a population of 1.5m, but just 15,000 students at five education institutes - including the University of Kent - plus the proportion of the University of

who attend locations in Rent. In contrast, Avon, which has a population of 925,000, has four institutions with a total of 37,000 students. Professor Craven says that in spite of the "support of so many bodies" Kent is "underprovided for higher education".

Professor Craven says the University of Kent would like to expand into the Medway, which has been identified as an area in which there is "extreme underprovision". He says "if we could expand that would be our highest priority" but that "we are extremely unlikely to get the funding in the present climate".

He also points to a recent report published by the university which states that a reduction in the number of organisations which are involved with the university "would enable us, and no doubt others, to direct their efforts in the most effective

that its "direct and indirect economic impact in Kent" exceeds £100m of expenditure. representing 2,400 jobs. The university's turnover is £60m. it employes 1,700 people and has 7,000 full time equivalent

students at Canterbury. It also argues that its 900

Local firms badly need more qualified young people

students from the rest of the European Union and another 900 from outside the EU contribute £13m to the UK's invisthie exports through fees and living costs.

One site is Chancer College, the UK camous of a Jenenete emestional institute at which Japanese students study. A \$40m investment, the college

was opened in October 1992 with the motio "world peace through education". Some of the courses are accredited by the university.

The university also works closely with companies in several of Kent's key sectors. For example, Pfizer, the pharmacentical company which has a research and development operation in Sandwich, has provided support for medical statistics research.

Rowever, businesses do have real concerns about training and education in Kent. Consultants commissioned by Kent County Council and

Kent Tec in a report called Kent Prospects highlighted "labour force skills as one of the concerns of Kent firms". The consultants suggest a

strategy which would strengthen "linkages between Kent's universities and research and development establishments and local industries". An executive at a prominent public company complains at the lack of cohesion between all the bodies involved in education in the

Kent Prospects concluded that high priority should be given to strengthening links between Kent universities and local industry. Consultants found only "weak mechanisms for promoting collaboration and knowledge transfer between the University of Kent and the county's business sector".

The university itself claims that its links with three sectors - high tech engineering, pharmaceuticals and business services and communications - are crucial to attracting company investment, but Kent

Prospects argues that these need to be further developed. it states that links between "the University of Greenwich and other educational establishments and local industry

Kent based subsidiary of a are better but nevertheless still underdeveloped".

The University of Greenwich has a total of 17,000 students on 24 different sites. Mr Jon Kitto, the university's operations and marketing director, wants to encourage Kent-based companies to pay for top quality training but says that too often they are prepared to sacrifice quality for lower cost. "There is definitely not a problem with business services such as training being available in Kent," he says. "It is a marketing problem, with businesses not being fully aware of the potential benefits to them."

Wye college is the third of Kent's university tier institutions. A specialist branch of the University of London, it attracts around 2,000 students from more than 100 countries. concentrating on the production and distribution of food, environmental management



## Empty quarter seeks a better tomorrow

With tourism declining, the area is trying 127,000, has never fully recovered from the decline of tourto attract new kinds of business by investing in its infrastructure

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THANET: by Stewart Dalby

Thanet, the coastal strip in architecture in the town but north-east Kent embracing the three resort towns of Margata, Ramsgate and Broadstairs, has known better days, and it

One of the main streets in Ramsgate is largely boarded up. There is some fine regency

much of it looks as if it could do with a scrub and a lick of paint. In Margate, there are charity shops where one might expect to see well known high

The whole conurbation, which has a population of

ism, which was once its leading industry. Like other similar UK resort areas, Thanet has been affected by changing tastes in holidays with more and more people choosing a flight to Spain or somewhere else in the sun.

There are still plenty of day trippers. But the hotel and guest house business has largely shrivelled away. In 1993, the last year for which figures are available, the Thanet area had only 600,000 overnight guests, about half the number staying at its hotels a decade earlier.

However, there are signs that the area's fortunes could be about to improve. In 1993. Thanet became the only area in the south-east to be awarded full development status. This means private companies can set up or expand with the aid of regional selective assistance amounting to 25 per cent of

their costs. Later in the same year the UR government agreed to give Thanet £9m from its overall budget for infrastructural

"Objective Two" status by the EU, defining it as an area of industrial decline. This qualified it for a further £11m worth of investment over a three year period.For almost the first time since the 1950s, therefore, the area has some cash available to refuel its economy.

Most important perhaps, the government and Kent County Council have embarked on a large road building pro-

The A299, known as the Thanet Way, has been widened, and the last stretch of "dualiing" will be completed this year. This will provide a donble carriageway road all the way to the port of Ramsgate, with its range of cross-channel and other services, from the end of the M2 motorway just outside Canterbury. Until recently the Thanst Way was seen by lorry drivers as an obstacle course rather than as

a main highway. With road access improving, Thanet district council has adopted a three pronged strategy to revive the area's for-

• encourage the growth of small businesses able to take advantage of the area's devel-

ability of grants;

• attract investors to newly developed industrial estates.

Mr David Ralls, the district council's chief executive, says: The prospects have brightened considerably for Thanet over the past year.

"Because of the assistance we have been able to create 700 new jobs. Unemployment is down to 13.5 per cent. This is still well above the national average but is the lowest for

the area for years." As for tourism, it was recently announced that Dreamland, the theme park in Margate, is to be refurbished at a cost of \$5.5m. This, save Mr. Ralls, would be the largest single investment in Margate for more than a decade.

At Ramsgate, meanwhile, there are plans to build a holiday village at nearby Pegwell Bay. It also has a functioning port, which handles 3m passen-gers a year travelling to and from France and Belgium. So far, Ramsgate has not suffered unduly from the opening of the Channel Tunnel.

There are also plans to use some of the European assis-

gate port on reclaimed land, enabling it to receive cruise liners, which are seen as a good growth business for the south coast. Dover, too, has built a cruise terminal at a cost

Mr Ralls says he is particularly proud that he has been able to secure a new industrial park called Thanet Reach. Details were announced earlier

Thanet Reach is distinct from the Kent International Business Park, on a 100 acre site adjacent to the Kent International Airport, the former RAF Manston, which is now used primarily for air-freight

services to the former Soviet The Kent International Business Park is ideal for heavy industrial and distribution companies and already has a German engineering concern, Cohline, operating from it. With its good road access, Thanet Reach aims to attract small and medium sized high technology companies. Mr Ralls says that this sector, a good potential source of new jobs, is

CASE STUDY (Sochila of Gillingham

# Fire detectors warm up

It has been a low-key, rather than spectacular, arrival in the UK for Hochiki, one of Japan's higgest makers of fire detection systems for commercial premises.

The company has had a manufacturing base in Gillingham for the past three years and reports steady ··· progress in building up sales which are now running at about £7m a year.

"We are gradually building op the percentage of locally made components in our final products," said Mr Masaki Koatoh, the company's marketing manager for Europe. "It has not been difficult, but neither has it

been easy." Hochiki, which employs 60 people in Gillingham and whole of the European

Kent-made products some 70 per cent of the products' components by value - a figure that has grown steadily since the factory was started. It sells mainly through distributors or companies which market complete factory security systems such as Chubb.

Japanese-owned manufacturers to set up in recent years in Gillingham, the others being packaging supplier Fuji Seal and printer ibbon manufacturer Fuji Copian. It says it is interested in expanding its 2.8 acre site but has yet given no details.

Hochiki is one of three

The company's decision to make its £2.5m investment in Kent came about, it says, after carefully weighing up the good and bad points of establishing itself in the UK. The decision was swaved

partly by the generally good experiences of other Japanese owned manufacturers in starting UK factories over the past decade, and by the importance of the UK market (which accounts for some 50 per cent of Hochiki's European sales). The

relatively low taxes in the UK compared with other parts of Europe and low labour costs were also a factor. However, before choosing Kent the company weighed up

alternative sites in the Manchester region and south Wales. According to Hochiki, it plumped for the south-east mainly because Kent offered a site closer to most of the company's main customers which are predominantly south of Birmingham and despite the fact that land costs were somewhat higher

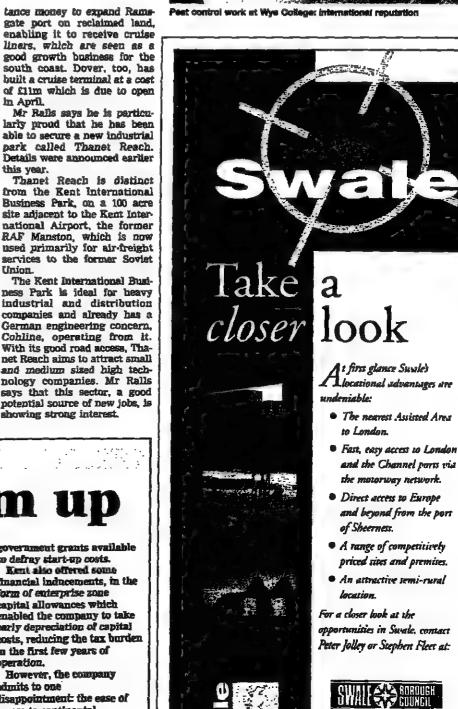
and there were fewer

government grants available to defray start-up costs. Kent also offered some financial inducements, in the

form of enterprise zone capital allowances which enabled the company to take early depreciation of capital costs, reducing the tax burden in the first few years of operation.

However, the company admits to one disappointment the ease of access to continental customers has been less than it hoped, mainly because of the unexpectedly high levels of traffic congestion on local motorways, mainly the M25. which has meant it takes much longer to drive to Heathrow or Gatwick airports than the company expected when it first moved in.

Peter Marsh



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## White cliffs stay British

Alarmist talk of a sell-out to the French masks fears of job cuts through privatisation

Dover, England's nearest port to Europe, shot into the headlines last year when reports spread that its harbour might be taken over by the port of Calais on the French side of the Channel.

The spirit of Dunkirk was evoked as Dover's Labour mayor. Mr Jimmy Hood, launched a campaign to keeep Dover English. He elicited statements of sympathy from Queen Elizabeth, the Queen

Mother, and Dame Vera Lynn. The fuss was somewhat misplaced, however, as the prospect of a French takeover was so tenuous as to be non-exis-

Its only basis had been the statement of the then transport minister, Mr Brian Mawhinney, that the ports of Teesside. Dover and Ipswich, in which the Government had a stake, should be privatised.

The Calais chamber of commerce, which owns the French port, thereupon said that if

that happened, it would consider buying Dover or at least joining Dover's current board in a management buy-out. Far less attention was paid to the statement by P&O, one of the two large ferry operators working from Dover, that it too might bld for Dover port, were

In the meantime, however, the impetus for a Government sell-off slackened because of a fall in the port's notional value as measured by a Government yardstick for evaluating nonquoted companies.

it privatised.

Falling profitability has been caused by the fierce price war among ferry companies as they have competed against the channel tunnel.

Although volumes on the ferries have risen, the port had cut its handling charges, lowering its profitability.

Mr Jonathan Slogget, Dover harbour board's managing successfully director. demanded a two year postponement of privatisation to assess the full impact of the tunnel. Sir George Young, who

succeeded Mr Mawhinney as transport minister, gave the port until September 1997 to come up with a privatisation

What the uproar about French control really showed was the strength of opposition in Dover's Labour-dominated council to any sale of the port, even to British buyers.

The council particularly feared that privatisation would raise unemployment, since the port undergins 7,000-8,000 jobs in the Dover area. The past year has already seen lay-offs by the ferry operators, reducing the number of people employed directly in the harbour from 1,000 two years ago to around 600. It was feared that selling the harbour would result in even more jobs being lost.

Dover's 9 per cent unemployment rate is already above the national average. The town is trying to create alternative jobs in various ways, such as the White Cliffs Experience centre, an

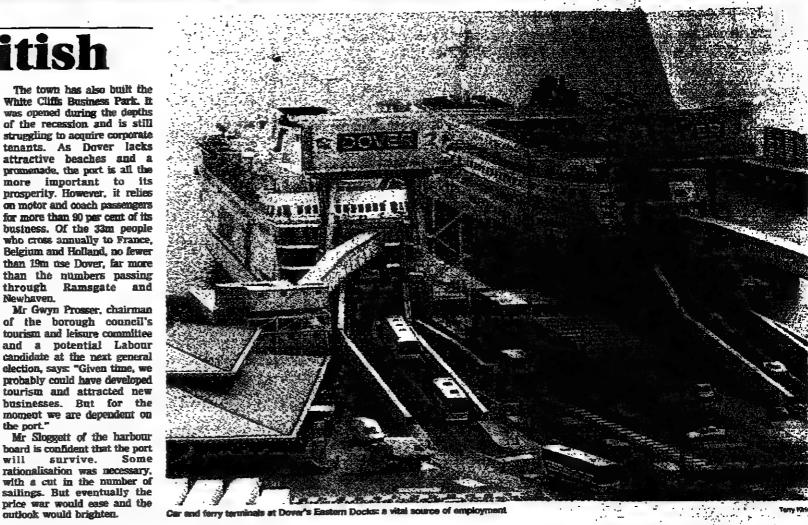
entertainment information complex. But the centre had only 185,638 visitors in 1993, the last year for which there are figures. Dover. Castle, one of the best preserved Norman strongholds on the south coast, had 300,000 visitors, compared with Canterbury Cathedral's 2.3m

The town has also built the White Cliffs Business Park. It was opened during the depths of the recession and is still struggling to acquire corporate tenants. As Dover lacks attractive beaches and a promenade, the port is all the more important to its prosperity. However, it relies on motor and coach passengers for more than 90 per cent of its business. Of the 33m people who cross annually to France, Belgium and Holland, no fewer than 19m use Dover, far more than the numbers passing

Mr Gwyn Prosser, chairman of the borough council's tourism and leisure committee and a potential Labour candidate at the next general election, says: "Given time, we probably could have developed tourism and attracted new businesses. But for the moment we are dependent on the nort. Mr Sloggett of the harbour

Newhaven

board is confident that the port survive. Some rationalisation was necessary. with a cut in the number of sailings. But eventually the outlook would brighten.



■ THE BLUEWATER DEVELOPMENT: by Stewart Dalby

E GILLINGHAM AND ROCHESTER: by Stewart Dalby

A new joint local authority will have greater muscle

The closure of the Royal Naval Dockyard at Chatham in 1985 was a decisive moment for the boroughs of Rochester (which includes Chatham) and Gilling-

Another will occur in the next year or so when they are combined into a unitary authority, likely to be called

The closure of the dockyard had a traumatic impact: it employed 7,300 people and was Rochester's biggest single industrial employer.

Being quite close to London and therefore in the radius of the so-called prosperous southeast, Rochester had until then felt sheltered from the brutal closures which had devastated coal and steel towns in the north of England, Scotland or Wales. To make matters worse, the dockyard closed just when other employers in the Medway area, such as GEC, were also contracting.

Unemployment shot up to 18.7 per cent, almost double the south-east average, and the Medway area began thinking shout how it could survive without all the grants and assistance available in older, industrial areas experiencing industrial decline.

One way is to merge Rochester and Gillingham thereby increasing their political clout in the scramble for jobs.

The new Medway area will contain a population of 250,000. almost 20 per cent of the whole of Kent, making it one of the biggest south-east conurbations outside London. It will have more money to spend once it takes responsibility for education and social services from Kent County Council. It will also be responsible for roads and infrastructure. another important factor in luring investors. From 1985 to

1990 the Rochester-Chatham area had considerable success in attracting new companies. When the dockvard closed, the site was broken into three. About 130 acres of land plus 20 acres of water were transferred to a port trust, eventually becoming part of Medway

Ports, which also has facilities at nearby Sheerness. After a management buy-out, Medway Ports was taken over by the Mersey Docks and Harbour Company, under which it eems to be doing well. Another 80 acres became the

Chatham Historic Dockyard, a museum and visitor centre on the lines of the Portsmouth historic dockyard. It attracts around 120,000 visitors a vest but, although it is proving quite popular, it needs more money to maintain some 50

ancient monuments and listed buildings. The third area, covering 350

of the original 600 acres, has been earmarked as a business park and integrated housing and retail estate, to be called Chatham Maritime.

It is by no means the only business estate in the future Medway region, which will embrace Rochester, Strood. Chatham, Gillingham and Rainham, But Chatham Maritime is centrally situated and its success could belp similar

ventures in the vicinity. English Partnerships, the government backed developer previously known as English Estates, began seeking investors as soon as the

dockyard closed. It was helped by the fact that part of estate housing offices and factories made

ere government-assisted enterprise zone, enjoying relief on rates and taxes as incentives for

In the five years to 1990, 1,000 new businesses came to the area if one includes expansion of existing companies such as GEC Marconi Avionics, new start-ups and inward investors. Chatham Maritime attracted

well known concerns such as Black Horse Financial Services, Lloyds Bank and the natural resources arm of the government's Overseas Development Agency. Some 4,000 jobs have been created.

The recession slowed this growth, but developers have started to build the first of 1,500 houses on St Mary's Island, part of Chatham Maritime, and hope to attract more companies.

The weakness of Chatham Maritime is its poor road access. Like Gravesend the dockyard was primarily concerned with its accessibility from the sea. Now that the land has been put to alternative use, lorries and cars have to approach by narrow and congested local

The situation was to have been eased by a northern link road, including a tunnel under the River Medway, to connect Gillingham, the Chatham peninsula and Rochester. The year, but the road scheme has been deferred.

The county council, which still has responsibility for road planning, has said that the Ministry of Transport had only allowed it sufficient funds for one important road scheme and that the Medway link road would therefore have to wait Hence Rochester's impatience for the new authority to be formed as soon as possible.

#### New rival to high street shops developments belongs to Blue Eventually, when it opens in

One of Britain's biggest shopping centres will soon start rising at Dartford

Work is due to start this summer on the Bluewater retail centre near Dartford on the Kent side of the Thames. At 1.6m square feet with more than 250 shops it will be one of Britain's largest regional shopping and leisure

It was approved before the Department of the Environment's about-turn on the desirability of out-of-town shopping and is one of several sizeable developments in the Dartford-Gravesham area. Mr David Curry, the minister for urban

nent, has described it as part of a linear development on both sides of the Thames, embracing houses, shopping and business parks. Crossways business and dis-

tribution park is already functioning. Next to the new Queen Elizabeth Bridge at Dartford, Kent, some 3m sq ft of development are planned, including the 1m sq ft created since work began on the site in the mid-1980s. There are plans to build a

science park in Dartford and a new Unversity of Greenwich campus closely linked to the science park. A new township is planned

at Ebbsfleet close to Bluewater where there will also be a channel tunnel railway sta-

Smith and Boots.

which will have 18,000 parking spa Mr Paul Bailey, of the Dartford borough council, welcomes the project. "There were originally fears that this derelict land would be used as a rubbish dump. The fact that

it is going to be a retail centre

is good news for Dartford.

Circle Industries, the cement

and building materials group.

The 240-acre site will be in a

former limestone quarry. Its

developer, the Australian Lend

Lease group, says a number of

prestige clients have been

signed up, including John

Lewis, House of Fraser, C&A,

Marks and Spencer, W.H.

It claims that there are 9.6m

potential consumers within

one hour's drive of the site.

1988, it could mean 5,000. jobs. Since it would be near the proposed Chunnel railway. station at Ebbsfleet, due to

attract shoppers from the continent Mr Mark Pennington. projects director at Blue Circle, is even more bullish, claiming that there are 13m

open by 2003, it could also

people in the catchment area. Others, however, wonder whether it might not become a white elephant.

Environment . The Department had originally clamped down on new out of town shopping centres because of the damage they caused to high street shopping.

Bluewater will compete not only with the high streets but

also with the similar big on the Essex bank of the

Mr Richard Belt, general manager at Lakeside, thinks there is form for both big complexes. We are not expecting our business to be drastically affected. We have been going for more than five years. Our catchment area is well established," he says.

Lakeside's 1.5m aq ft has room for 320 shops and 12,000 cars. It is belongs to Capital Shopping, the same company which owns MetroCentre, and boasts about 430,000 visitors a

Mr Belt says: "We estimate there are ilm consumers within an hour's drive of Lakeside. There might be some falling off when Bluewater.

#### Shoppers to Bluewater could come from as far as Heathrow

first opens, but I would expect Binewater to establish its own. extchroms area in Kent and to the west, around Heathrow and towns like Croydon."

The effect on high streets, Mr Bait claims, is exegrerated. Mr Bailey of Dartford borough council agrees. "A shopping centre like Bluewater and the high street perform different ctions", he says.

Dartford and Gravesend town centres are being upgraded with pedestrian precincts and environmental improvements.

Mr. Bailey believes there might be some drop in business as a result of Bluewater, but not enough to wine out the high streets.

Mr Mike Evans, assistant director of economic development at Kent County Conneil, says that with shoppers already coming to Lakeside from as a far as Canterbury, it is likely that Binewater will have some impact on high street stores in Kent. But the harm will be limited, he says.



## Infrastructure spending

Continued from Page I In total there are more than 300 industrial estates and business parks in Kept, with 70 per cent of the land located in north and east Kent. A recent property survey suggested significant fluctuations in demand levels in different parts of the county.

Kent is served by four motorways - M20, M2, M26 and M25, London's orbital motorway. Ahead of the opening of the Channel tunnel there were a number of improvements. including a £95m widening of the M20 around Maidstone which was completed in 1994. Kent Enterprise Office claims that in the last three years the county has received more government investment for road improvements than any other county. Planned infrastructure projects include a £48m scheme to widen the M2 and a £180m scheme which includes a road tunnel under the River Medway.

The KEO also highlights the sophistication of the county's distribution and warehousing activities. Mr Mike Glennon. KEO's marketing manager. says that many manufacturers needing to distribute their goods quickly in the UK and Europe have set up facilities in

There are, however, clear deficiencies in Kent's infra- a result of privatisation.

structure. Consultants commi sioned by Kent County Council and Kent Tec. in a report called Kent Prospects, have identified four main weak-

 lack of a sizeable airport; poor North-South road links as well as poor local access to

major roads; shortages of high quality premises;

o poor rail links. This last point is particularly important and economists stress that future strategy should focus on lobbying for an upgrading of the county's rail links and rolling stock, as well as against line closures as

Akzo Nobel and Brake Brothers

## They chose Gillingham

The trend pushing manufacturers to greater specialism - with the onus on adding value to what may be a fairly basic product - is as evident in Kent as in any other part of the UK.

two companies which have well established production operations in the county. AKZO NOBEL, the Netherlands-based chumicals company, runs a speciality chemical plant in Gillingham employing about 135 people and with output of about

These shifts are evident in

£35m a year. It is one of Europe's most important centres for making organic peroxides used as "initiators" or catalysts for influencing the properties of plastics, and also for producing a liquid mo called Nouryset used in

The other operation is at Lenham Heath, near Maidstone, and is run by BRAKE BROTHERS, the food producer and distributor. At Lenham, the company has total of 130 people which makes frozen prepared meals for the catering industry and pubs around the country.

A key to this cturing activity is Reake's willingness to work. with customers such as hrewery chains to devise new types of ready-made meals - a zen version of chicken tikka masala is one recent success - which both sides to the product development partnership think will go

down well with customers In the case of Akzo Nobel the company has invested heavily for an operation of this size - roughly £1.2m a

year for the past five years in new automated plant and handling equipment for its production systems. This, together with an interest in keeping close to customers in other parts of the chemicals and plastics moulding industry across Europe, has meant that the plant has "hardly noticed the (early 1990s) recession", says Mr

Ron Hutton, site director, Value of output has increased by an average of about 6 per cent a year during the 1990s, while employment has reduced by about 30 per cent, a net loss of some 50 people in the past five years, indicating a marked productivity improvement.

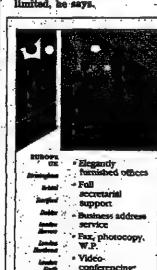
As for Brake Brothers. employment at Lenham, one of a number of manufacturing sites the company runs around the UK, has increased

by about 10 per cent in the past year on the back of improved demand for its ready-made meals which are shipped under controlled temperatures by Brake's vans to customers in different parts of Britain. Part of the strategy for

Alan Marshall, Brake's managing director in charge of manufacturing, is to "carry on the business of coming up with product development ideas for bespoke meals in conjunction with our costomers".

The company is also spending significant sums on improving its production operations, with £300,000 due to be invested this year in the Lenham meal preparation facilities.

Peter Marsh



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compassion. On this occasion,

I have to confess, not even

Adrian Lester's beautiful ren-

dering of the final number.

"Being Alive", in which Bobby

achieves some level o

self-knowledge and shifts

towards commitment, truly convinced me that Sondheim's

brilliant eye for the cynicism

of our age is redeemed by

But there is no getting away

from the wit and brio of the

staging or the sheer enjoyment

of a wonderful cast. Lester is

excellent as Bobby: handsome.

charismatic, fascinating. He

ably convinces you as a man

committed to non-commit-

ment, who has so far chosen

the neatness of isolation above

the messiness of company, and

yet he also suggests the charm and vulnerability that makes

his friends pet him and project

their weaknesses and day

Elsewhere, the women are particularly good. Sheila Gisl

is hugely enjoyable as the embittered, rich bitch, who

rasps out her contempt for

other middle-aged women glo

riously. Sophie Thompson too

gives a virtuoso performance

as a neurotic bride experience

ing ice-cold feet on her wed-

ding day - her rattling, high-speed solo delivered in

counterpoint to the congrega

tion's suffocating hymn le

surely a Soudbeim classic.

And Rannah James is also

delight as one of Bobby's girl friends, the nervy, gawky air bostess, all angles, wrists and

ankles, desperate to please

The whole evening is as cool

polished and hollow as

Continues at the Albery, Lon-

designer vase.

dreams onto him,

Theatre/Sarah Hemming

Darkly comic

'Company'

een now, 25 years after it was first staged,

ously prescient. For, while his theme is ostensibly the pros

and cone of marriage, as bach-

elor boy Bobby's married

friends attempt to cajole or

coerce him into the wedded

state, what seeps out over the

evening is a concern with a

And here, in Sam Mendes's

superb, polished and brittle

production (transferring from the Donmar Warehouse), the

musical seems to catch the

In the larger space of the Albery Theatre, Mark Thomp-

son's airy, Manhattan loft set,

with its elegant metal walk-

ways and staircases, serves only to emphasise this feeling

of cavernous emptiness, and

matches the suave, self-con-

tained Bobby's state of mind.

Mendes successfully gives

cohesion to the revue-style

structure of the piece by sug-

gesting that all the short

scenes, in which Bobby is

worked on by his various friends, are in fact visitations

to his seething mind as, on his

35th birthday, he contemplates

It is a darkly comic piece which, despite its jauntiness,

adds up to a hollow view of

life. Such sardonic humour is

something, of course, in which

Sondheim excels, and the pro-

duction plays to the hilt his

clever deployment of opposites

to sum up the human dilemma. How much you

really warm to Company

depends, perhaps, on the extent to which you feel that he balances bitterness with

sweetness and cruel observa-

tion of human foibles with

his future path.

hollow tone of the 1990s.

more fundamental loneliness

Stephen Sondheim's

Company seems curi-

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pulp fiction The more sensational the cover the better, writes Michael Carlson he body of a woman Night shows a woman in a similar pose, but unthreatening. is being hoisted out of the water. Her red dress clings to her voluptuous fig-

The art of

ure. In the foreground, a man watches, submerged except for his head and one arm clinging to an anchor cable. His point of view becomes yours. Painted by Robert Stanley in 1951 for the cover of a paper-back re-issue of Dashiell Hammett's Red Harvesi, this is only one of many striking images on view in Pulps and Paperbacks: Sensational Art from the 20s to the 50s, an exhibition at Illustration House in

New York until the end of this "Go for the jugular" was their motto", explains Robert Reed, the organiser. "You had to grab the attention of the browser at the news stand." If a curvy dame was good, a diagonal damsel in distress was better. "Diagonals get your attention more than straight lines," says Reed, "A

whole generation of B actresses developed their sultry poses based on that lean." Sure enough, in Rudy Nappi's cover for Unfaithful, a Diana Dors-lookalike gives her come on to a slick hep-cat smiling through his cigarette.

"A gun was good but a gun going off was better." The hard-boiled look was everything. Hard-hoiled meant being able to resist the allure of those diagonal sirens. George Gross was a master of the cheap femme fatale. His cover for A Girl Called Joy shows a woman on a doctor's examining table, diagonally, of course. Her blouse is open nearly to her waist, her skirt rides up to show her slip. Poor

In contrast, Gross's cover for Harry Whittington's Violent

ere of the latest adaptation of a novel by Irvine Welsh, follow-

ing the successful stage and

film adaptations of his Train-

spotting. Marabou Stork Night-

mares is directed (and adapted)

by Harry Gibson. On the night

attended, eight hecklers in

the interval: it was important,

remarked an usher, to have

them removed before the much

The protagonist, Roy Strang,

played by James Cunningham,

endures or perpetrates a string

of prolonged sexual assaults.

🕇 he theatre world in

Scotland is in for

more than one

shake-up offstage. lan

She is on a slab in the morgue.
A hard-boiled cop in a raincoat is talking with the coroner. He has seen it all before. The scene is lit to make the corpse seem alluring, even in death. Needless to say, these magazines were aimed at men. Part of their lesson was that

dames are dangerous. It is hard to miss the point in Gross's outré cover for Love Me Or Die by Day Keens, A couple embrace passionately as a huge blue hand descends as if to crush them: love me and die is what it is saying.

he artwork reflected both the market-place and the changing style of American detective stories. The covers reinforce Raymond Chandler's statement that Hammett had taken murder out of the parlour and given it back to the people who really committed murders. Examples from Black Mask in 1932 and Scotland Yard Mag-

azine in 1931 reflect the cool design of smart drawing rooms, Black Mask, originally edited by H.L. Mencken, may have thought of itself as upmarket but soon magazines like Dime Detective boasted darker, more threatening scenes. Crime had been glamorous in the roaring twenties, but in the chaotic world of the Depression it was more threatening and the magazines dived downmarket.

Most of the covers were done in oils, painted on large canvas. This size was not demanded for reproduction. "It was more a convention," says Reed, "But the attitude of the publishers and most of the artists was that this stuff was funk. Magazines sold original



"The Pirate of Wall Street' by Paul Stahr which takes pride of place in the New York exhibition

art for a dollar. The artist looked at it as a stepping-stone to slick magazines, but they didn't think of it as art. It wasn't until later that they started working on board, and in smaller scale."

One man who went on to slick magazine and book illus-

tration was J. Allen St John, who is featured with a cover for an Edgar Rice Burroughstype adventure (man battles giant scorpion while an armoured woman is trapped in giant spider web, all rendered in delicate pastels).

an amazing cover by Paul amazed this hasn't found a Stahr. The Pirate of Wall Street space in some broker's office cackles over his stock-ticker, flintlock pistol in his red sash. its brush-strokes bold as a slashing sword, this is Reed's particular favourite. "We're a delicate pastels).

But pride of place is given to

Only a few blocks north of Wall

Street," he laughs. "I'm

At Illustration House, 96 Spring Street, New York 10012 (212-968-9444) Tuesday to Seturday 10am-6pm through

this play is among Tenness

Williams's most rarely seen. It

contemplates the same

dilemma too slowly, its final

crowning metaphor, about "the

circle of light". Is too artificia

and, despite the unusual twist

of the Tokyo-hotel-bar setting,

it keeps ringing bells that Wil-

liams had rung elsewhere.

Ellen Sheean, rather too

monotonously pushy as Mir-

iam, looks decades older than

Colin Weils, rather too glowing

directing, perfectly catches, in the play's

cusp Williams treads between

camp urbanity and real

anguish. The formal beauty of

the set's japonaiserie adds just

the right delicate tension. Odd

lines, like Miriam's "Loneliness

has become a worn-out thing

to discuss", make an impact

out of all proportion.

tone and pacing, the

as Mark.

Concert/Stephen Pettitt

## Solti's Bruckner ome clever marketing

is being practiced down at the Barbican, for the London Symphony Orchestra's unlikely ticularly in the finale, that Brackner Mount series continto the nau for concert after concert. Even on his own. Bruckner is not the most easily sold of composers. His symphonies have their many high and glorious points, but there is no gainsaying their traits of stolid predictability, the feeling that there is a lot of entirely necessary - going through of the motions. What the listener has to

decide is whether the patience they demand is worthwhile. And that in turn depends largely upon the ability of the conductor to shape these vast stop-start structures into nething that seems continuously to evolve rather than to repeat, difficult when Bruck-ner's harmonic vocabulary is charged with so much less emotional power than that of his great hero, Wagner. After bearing several concerts in the LSO's series one is still left pondering about Bruckner's

Sir Georg Solti's reading of the Fourth Symphony, "The Romantic", on Wednesday, which followed Murray Perahia's somewhat grandik and splashy account of Mozart's D minor Piano Concerto, K 486 (lengthy cadenzas by

offered us something like a knee-jerk reaction to the score. taking an event at a time. Parmeant that the sequence of clito be working as a flat circle as it were, rather than as rising spiral, while a rawness in the orchestral sound made those climaxes wear on the ear. But against that could be set the carefully measured tread and lovely woodwind sounds in the Adagio, the luminous freshness that Soit saw in the opening movement the outward simplicity of

parts, at least, of the Scherzo. Sometimes, indeed, he seemed to be endeavouring to bring the symphony close to the world of the early Symphony No 0, which had been conducted by Sir Colin Davis a far more outwardly spiritual Brucknerian and conscientious shaper of this music, in a concert a couple of weeks before. That work, which shows Brockner less concerned with

notions of formal perfection, ess afraid of the untrammel led imagination, teasingly conjures up resonances of Schumann. Weber, even Berlioz. Por all its crudities it is a piece for which one can easily cultivate fondness, and fondness is often preferable to

respect.

(463m)

#### Dramatic shake-ups offstage and on of a Tokyo Hotel, now being

Theatre in Scotland/Alastair Macaulay

Brown, artistic director of Edinhurzh's Traverse Theatra. is leaving to go freelance; nomenon is of such sociological interest that I hardly like to Michael Boyd, artistic director observe that the Marabou of the Glasgow Tron, is leaving to become an associate director Stork Nightmores staging is of of the Royal Shakespeare Comvirtually zero aesthetic merit. pany in July: and Anna Staple-Although drugs are not the central issue here - sex, and a ton is quitting as drama director of the Scottish Arts surrounding nexus of bullying and repression, are - Morabou Stork Nightmores returns us to the hopeless life of growing up Council, to take up the same post for the Arts Council of Meanwhile there are shakein the Edinburgh tenements. ups onstage. At the Glasgow Does it matter that Gibson hardly ever turns it into a Citizens Theatre, audiences are play, that most of the acting flocking to see the stage premi-

however intense - is coarse! Tes, it matters. But the sheer grittiness of the subject matter and the relative artlessness with which it is depicted make their combined impact. Morabou Stork Nightmares is not the audience were evicted at good theatre, but - ironically pop theatre. The culture of huse becomes easy viewing. Meanwhile, other views of Scottish society are on view at

more disturbingly graphic events of Act Two. Well, yes. the Edinburgh Traverse in the world premiere production of David Greig's The Architect. <u>Like many a Traverse play, it</u> is an analysis of a Scottish social problem. In the past, Leo has designed buildings that are

now falling down; and he has also shaped a nuclear family (wife, son, daughter) that is also falling apart. When Greig pursues the

details of the lives of Leo's children, he produces material with real depth and fluency. Martin (his son) takes to cottaging and starts a wild affair with another young man, Billy, but his inability to develop relationships leads to Billy's suicide. Several episodes of this ring peculiarly true. Likewise the way that Dorothy (Leo's dengiter) allows a lorry driver, Joe, to pick her up. leads him on, rejects him, wants him back. Paulina (Leo's wife) has the play's wittiest lines: but everything about her obsessive rejection of her hushand seems, like the entire family/architecture parallel throughout the play, merely

schematic. in Philip Howard's staging, Tom Black as the toughcrusted Martin is especially fine. Simon Vincenzi's set, a hollow three-dimensional framework, cleverly underlines every meaning of Greig's play. At the Tron Theatre, Boyd -

in his farewell staging - does a

fair amount to jazz up Beckett's Endgame. Heaven knows what the Beckett Estate will have to say about the songs by Rivis Presiev et al ... and occasional use of a microphone. 1 was more concerned by the three different acting styles on display amid the cast of four. And yet what happened onstage was Beckett's Endgame, still one of the most audaciously peculiar plays ever written, still poetically pregnant with meaning, still bleakly comic about the end of

he gimmicks of the production seem merely peripheral. Even when John Castie's delivery of Hamm tends to be too artful, and even though Forbes Masson as Clov is too silly, the play never loses its strange grip. Phil McCall and Jan Wilson are first-rate as Nagg and Nell, heads poking up from their dustbins. "I lost my tooth," he complains to her. "How?" she asks. "I had it yesterday," he says. "Ah," she replies, with a faint and tender

smile, "yesterday." In each episode of in the Bar you gradually come to see why

given at the Glasgow Citzizens in its Circle Studio, Tennessee Williams's writing shows why he too was one of the supreme post-war playwrights. Its 1989 premiere was in one act; this staging is in two. It manages both to be supremely theatrical and yet utterly persuasive; the blend of stylish artifice and of moral seriousness is always enthralling. Miriam is the sexually rapacious American woman who is passing through Tokyo: Mark is her artist hasband, ill and frequently falling over (as Williams was at the time). Both of them are in their several ways doomed; but it is Mark who will die before the play's end. Miriam - a survivor, audacious, imperious, but devoid of all innocence - is one of Williams's strikingly camp creations. And Williams sug gests that she as much as Mark is a projection of the author. "Are we two people, Mark?" Miriam asks "Or are we two sides of one, an artist married to a compulsive ... ?" She does not finish her sentence, but

The Architect continues in repertory at the Edinburgh Traverse until March 10: Endgame continues in repertory at the Glasgow Tron until March 23. At the Glasgow Citizens Theatre, Marabou Stork Nightmares (in the Main Theatre) and In she, he, and we know how to. the Bar of a Tokyo Hotel (in the True, as scene follows scene. Circle Studio) continue until

EXHIBITION The Metropolitan Museum of Art Tel: 1-212-879-5500 Spiendours of imperial China: Treasures from the National Palace Museum, Taipei: 450 works from the neolithic period to the Eighteen century from the National Palace collection; from Mar 19 to May 19

PARIS

DANCE Théâtre National de I4Opéra -Opéra Garnier Tel: 33-1 42 66 50 22

 Batlet de l'Opéra National de Paris: performs the choreographies En Sol, A Suite of Dances, Moves, and The Four Seasons by Jerome Robbins; 7.30pm; Mar 19, 20, 22, 23 (2.30pm & 8pm)

VANCOUVER

OPERA Queen Elizabeth Theatre -Vancouver Opera Tel: 1-604-682-2871

 The Makropulos Case: by Jenácek. Conducted by David Agler and performed by the Vancouver Opera. Soloists include Mary Jane Johnson, Christopher Robertson and Benoit Bostet; 8pm; Mar 16, 19, 21

EXHIBITION

First Arts Centre, Palazzo Grassi Tel: 39-41-523-5133 Major exhibition devoted to the civilisation of Magna Grecia - or the Western Greeks. Consisting of more than 2,000 objects; the intention of the show is to explore the devicements and Sixth centuries BC in the colonies from Sicily to Provence and

CONCERT Konzerthaus Tel: 43-1-7121211 Olli Mustonen: the pianist performs works by Debussy, Prokofiev and Hindemith; 7.30pm; Mar 19 OPERA Wiener Staatsoper

Tel: 43-1-514442960 Arabella: by Strauss. Conducted by Leopold Hager and performed by the Wiener Staatsoper, 7pm; Mar 19, 22

#### **■ WASHINGTON**

CONCERT Concert Hall Tel: 1-202-467 4600 performs R. Schumann's Arabesque Davidsbundlertänze and Blumenstück; 8.30pm; Mar 20 JAZZ & BLUES Terrace Theater Tel: 1-202-467 4600

**ZURICH** 

Tonhalle Tel: 41-1-2063434

J. S. Bach; 7.30pm; Mar 17

Helnz Holliger, Maurice Bourgue,

Klaus Thunemann, Klaus Stoll and

bassoonist, double bass-player and

harpsichord-player perform works by Zelanka, W. F. Bach, Telemann and

Christiane Jaccottet: the oboists.

CONCERT

 Billy Taylor's Jazz at the Kennedy Center: performance by pianist Billy Taylor, flutist Dave Valentin and the

Midniaht Toniaht

Chip Jackson Trio; 7.30pm; Mar 18

# INTERNATIONAL

#### AMSTERDAM

CONCERT Concertgebouv Tel: 31-20-5730573 Konlnklijk Concertgebouworkest: with conductor Nikolaus Hamoncourt and violinist Gidon Kremer perform Brahms' Symphony No. 1 and Violin Concerto; 8.15pm; Mar 20, 21, 22

#### BERLIN

DANCE Komische Oper Tel: 49-30-202600 Romeo and Juliet a choreography by Tom Shilling to music by Prokofiev, performed by the Ballett Komische Oper, 7pm; Mar 19

#### BRUSSELS

THEATRE Rideau de Bruxelles Tet: 32-2-507 83 60 Trois Grandes Femmes: by Edward Albee. Directed by Roumen Tchakarov. The cast includes

Jacqueline Bir. Anne Chappuls.

Valérie Bauchau and Damien Gillard; 8.15pm; Mar 19, 20, 21, 22, 23, 24 (3pm)

#### **CHICAGO** OPERA

Civic Opera House & Civic Theatre Tel: 1-312-332-2244 Slegtried: by Wagner. Conducted by Zubin Mehta and performed by the Lyric Opena of Chicago. Soloists include Siegfried Jerusalem, James Morris, Jane Eaglen and Matti Salminen; 6pm; Mar 21 EXHIBITION Art Institute of Chicago Tel: 1-312-443-3600

 Showing in the Kisho Kurokan Gallery, "Contemporary British Architects" presents three years' highlights from the Architecture Room of the Royal Academy Summer Exhibition. Sponsored by the FT; to May 5

#### EDINBURGH

Edinburgh Festival Theatre Tel: 44-131-5296000 La Sylphide: a choreography by Bournonville to music by Lovenskiold, performed by the Scottish Ballet, 7.30pm; Mar. 19, 20, 21 (also 1,30pm) , 22, 23 (also 2pm)

#### FLORENCE

CONCERT Teatro Comunale Tel: 39-55-211158 Orchestra del Maggio Musicale Florentino: with conductor Semyon Bychkov and the Coro del Maggio Musicale Florentino perform Brahms' Schicksalslied, Op. 54 and

Bruckner's Symphony No. 7; 9pm; Mar 22,23, 24 (3.30pm)

#### HAMBURG CONCERT Musikhade Hamburg

Tel: 49-40-348920 Johannes Passion: by J. S. Bach. Performed by the Kammerphilharmonie und Chor des Mitteldeutschen Rundfunks, conducted by Helmuth Rilling;

8pm; Mar 18 HELSINKI DANCE Opera House Tel: 358-0-403021

 Swan Lake: a choreography by Wladimir Bourmeister after Petipa/ Ivanov to music by Tchaikovsky. performed by the Helsinki Ballet, 7pm; Mar 16, 19, 21

#### LEIPZIG DANCE

Oper Leipzig Tel: 49-341-1261261 Swan Lake: a choreography by Uwe Scholz to music by Tchaikovsky, performed by the Ballett Leipzig; 3pm; Mar 17 **OPERA** Oper Laipzig Tel: 49-341-1261261

• Fidelio; by Beethoven. Conducted by Jiri Kout and performed by the Oper Leipzig and the Gewandhausorchester, 7pm; Mar 16

#### LONDON AUCTION

Sothebys; Parke Bernet & Co. Tel: 44-171-4938080 Musical Instruments: highlights of

NEW YORK CONCERT Carnegie Hail Tel: 1-212-247-7800 Maurizio Pollini: the planist performs Beethoven's aonatas Nos. 27, 28 and 29; 3pm; Mar 17

this sale include violins by Michaelangelo Bergenzi (1740), Joseph Guadagnini (1785),

Francisco Uggieri (c. 1685) and

Giovanni Francisco Pressenda

(1832), and a cello by Giovanni

Grancino made around 1700.

10.30am; Mar 19

London Collseum

Tel: 44-171-8360111

Opera; 4pm; Mar 16

CONCERT

Concert guitars in the sale include a 1962 instrument by Spanish maker

Ionacio Fleta and a 1956 instrument

by the German Hermann Hauser II;

Wigmore Hall Tel: 44-171-9352141

The Artis Quartet of Vienna: with

Mozart's String Quartet in C, K157,

Brahms' Plano Quintet in F minor,

Op. 34 and Dvorák's Plano Quintel

Tristan und Isoide: by Wagner.

performed by the English National

Conducted by Mark Elder and

pianist Stefan Vladar perform

in A, Op. 81; 7.30pm; Mar 16

 The Cleveland Orchestra: with conductor Christoph von Dohnányi perform Schoenberg's Five Pieces for Orchestra, Op. 16 and Bruckner's Symphony No. 5; 8pm; Mar 18 The Walter Reade Theater Tet: 1-212-875-5600 Corey Carovsek and Katja

Ceroveels the violinist and planist

perform works by Franck, Tartini,

Saint-Sains; 7.30pm; Mar 18

ethoven, Me

#### ■ VENICE

of the period between the Eighth

the Iberian Peninsula; from Mar 24 VIENNA

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16

Philip Stephens

## If the hinge breaks

On the issue of Europe, the prime minister and chancellor are playing for the highest of political stakes

The relationship between enough reassuring language. prime minister and chancellor But Mr Major had already is the vital hinge of British exposed the chasm in the cabigovernment. When it snaps, net over the referendum issue. chaos reigns. So it happened As one senior minister admitbetween Margaret Thatcher ted dolefully, this administraand Nigel Lawson over the tion retains an unerring European exchange rate capacity to shoot itself in the mechanism. So it might again head. Another offered the between John Major and Kenhope that tempers will cool. Mr Clarke departs tonight for neth Clarke over a single currency. One almost expects Mr 10 days in the more agreeable Major to blurt out any day climes of southern Africa. But now that his Downing Street I am told that there has been neighbour is "brilliant, brilnothing so far in his conversaliant, brilliant". Nay, "unastions with the prime minister sailable" even. Sterling and to support that hope. Mr Major has flirted for Europe could yet dig the Con-

nearly two years with the idea servatives' political grave. of promising such a plebiscite. Ignore the desperate public pretence of the senior minis-The idea was first raised by Douglas Hurd, the then for ters who have been arguing in the past few days that this eign secretary, in the autumn latest struggle is a figment of of 1994. In fact, Mr Hurd fevered Westminster imaginasuggested two referendums tions. It is true that tensions one on the outcome of the are sometimes exaggerated. In intergovernmental conference their attitudes to spending and another on the single curand taxes, or for that matter to the welfare state, the two rency. Mr Major, however, facing cabinet opposition not only from Mr Clarke but also men are closer than the headlines often allow. But on the from the Eurosceptic Michael issue of Europe. Mr Major and Portillo, was persuaded to Mr Clarke are playing for the hold the proposal in reserve.

highest of political stakes. He returned to it at the As I wrote in this space a instigation of Brian Mawhinney, the party chairman, Mr week ago. I am not certain Mawhinney, never a politician that the chancellor will resign if the prime minister gives an with the steadiest of nerves, has been peddling dire warnunequivocal pledge of a referendum on a single currency. ings of the threat in marginal But nothing has happened Tory seats posed by Sir James since to dissuade me from the Goldsmith's Referendum view that Mr Clarke will seriparty. Mr Major was told that ously consider quitting. a government promise of a it is madness it has come to

The chancellor this. When the cabinet convened eight days ago to discuss its white paper on the European Union's forthcomsees the party of Europe which he ing intergovernmental conference, the objective was to joined in the early restore a semblance of unity to the Tory backbenches. 1960s sliding ever To the extent that was ever possible, the document's pubfaster towards

the fatal embrace

of narrow

nationalism

lication on Tuesday was a modest success. It had been shrewdly drafted by Malcolm Rifkind, a foreign secretary with a lawyer's mind. The hard-line Eurosceptics were not satisfied, but then they never will be. And for the Europeans there was just

plebiscite would outflank the Paris-based financier. It was also vital to appease the sceptics on the backbenches. And when better to announce it than during the party's spring conference in Harrogate at the end of this month? It is there that Mr Major intends to launch the first stage of his general election campaign.

For other reasons, most in the cabinet also support such a pledge. The recent speculation that Michael Heseltine has softened his stance was confounded by his robust opposition during the cabinet discussion. Chancellor and deputy prime minister represent a formidable minority. John Gummer and Sir Patrick Mayhew are also said to be allies Rut others who call themselves pro-Europeans. Stephen Dorrell and Tony Newton among them, spoke in favour of a plebiscite. A vote unweighted by seniority would yield a besty majority for Mr Major.

Mr Clarke's opposition.

though, is implacable. Ask him and he would reel off a formidable list of objections. Why offer hostages to fortune now when it is uncertain even whether there will be a single currency? There is no place for referendums in a representative democracy, a view that Mr Major and most of the Tory party consistently upheld in parliament during the passage of the Maastricht treaty. A referendum would just as likely become a vehicle for protest votes as an opportunity for considered deliberation. And as for the argument that divisions on the issue would run across parties rather than between them, a

free vote in the House of Comwould deal with that. But the chancellor's most keenly felt objection is not technical, or even constitutional, but political. Time and again, be has blanched as Mr Major appeased the Eurosceptics and, in doing so, simply what their appetite for more. He sees the party of Europe which he joined in the early 1960s sliding ever faster

towards the fatal embrace of narrow nationalism. He despairs of the government's waning influence with its

European partners. This is not a premeditated struggie with Mr Major. Only two weeks ago Mr Clarke thought the issue of a referendum had all but dropped from the government's agenda. He was taken unawares by its return. But now it has become a symbol, a line in the sand. To concede would be to follow appeasement with surrender.

There is another parallel here with the epic struggle between the then Mrs Thatcher and Mr Lawson He cited as the cause of his resignation the return to the prime minister's office of Alan Walters as her personal economic adviser. But that was just what Mr Lawson subsequently called the tip of the ill concealed iceberg on which their relationship foundered.

There is no easy escape route for the present prime minister and chancellor. A decision has been promised by the end of the month. Neither can back down without severe damage to their authority. And I doubt the government would survive more than a few weeks beyond Mr Clarke's resignation.

The balance in the cabinet may change. The likes of Mr Newton and Mr Dorrell will presumably think hard before colluding in the chancellor's departure. The sensible course all along would have been for Mr Major to borrow Tony Blair's formula. This has it that participation in a single currency would require the explicit consent of the elector ate either in a general election or a referendum. De facto, that guarantees a plebiscite if the possibility arose during the lifetime of the next parliament. Mr Clarke should be able to live with that. So too should Mr Major. That is not to say they will

Philip Stephens' book, Politics and the Pound, will be pub lished next week

Number One Southwark Bridge, London SHES. In We are keen to encourage letters from readers around the world. Letters may be larged to the to fine a small letters editor of Louis Translation may be available for letters writing to the same



## New Zealand sets example on welfare reform

From Mr Frank Field MP. Sir, Martin Wolf blowing the New Zealand trumpet ("Lessons from the antinodes". March 12) is more than justified. Along with colleagues on the social security select committee I visited New Zealand towards the end of last benefit reforms the total transformation described in

this article was apparent. The key lesson I drew from being in New Zealand was the one which Martin Wolf emphasised. Britain is told that it is too small to matter and that its destiny is firmly held in the hands of other countries Yet here is a country, infinitely smaller, that has transformed its economy and way of life. It has also embraced one of the

welfare reforms I advocate for Britain. Their equivalent of income support has been transformed from a passive into a proactive agency. All claimants capable of work have to draw up a life plan listing what they wish to achieve. Social security staff are trained to help achieve these objectives. I believe we should go further and allow claimants to use their benefit providing they are attempting This benefit reform would

to achieve a career objective. liberate millions of claimants who are currently forced into permanent idleness. It would as New Zealand has found with an even more modest reform, act as a major check on fraud. Allowing people to build their own life-rafts back into work

and stopping fraud would soon begin to reduce the income support budget in Britain in raal terms.

New Zealand has committed itself to a voluntary policy on savings for retirement. With means tested support for older people New Zealand is building up financial problems for itself. Means tests build fraud and deceit into the system. People will lie about their assets. The only way of increasing the chance of insuring an adequate retirement income is an extension of the compulsory system of savings we already operate in this country. Labour's historic

commitment has always been to a universal system of coverage. That can only now be achieved by a partnership

between the state, the private sector and mutual aid provision together with an extension of compulsory retirement savings. But comprehension will be more expensive in the short run as the contribution to funded schemes to the low paid and those outside the Labour market must be covered from general taxation. Will Labour be the first party now reforming welfare to include all citizens in a stakeholder system? Elsewhere the poor have been cast out of civil society and ghettoed into a dependence on means tested Manne.

Frank Field. House of Commons.

#### Venezuela's frontier fight against drugs

From Mr. Roy Chaderton-Maios.

Sir, Your report on the Andean presidential summit in Peru ("New 'Andean Community' will be modelled on EU", March 12) contains a reference to "regular clashes between Colombian and Venezuelan troops on their frontier" that is simply false Venezuelan troops are engaged in the battle against

criminals and narco-guerrillas on the frontier and my government favours the presence of Colombian forces to fight against these groups on their side of the Many Venezuelan soldiers

have been killed or wounded in the fight against drug trafficking and may have contributed to preventing drug related deaths in consuming

Roy Chaderton-Matos. Venezuelan Embassy, 1 Cromwell Road, London SW7 2HR

#### Harmony on EU arms export policy

have said that the new

sensitivities involved in

exporting some of the more controversial armaments, by

on the collaborative venture

business arrangements will

allow the parent companies to circumvent the political

with France's Thompson CSF.

From Mr Steve Shropshire.
Sir, In a period of declining global defence expenditure, and in the face of stiff competition from the US, Europe's defence industries are having to reorganise to survive ("UK to join European arms project", March 13). One aspect of this restructuring process which is

being overlooked, however, with potentially disastrous consequences, is the impact on national arms export control policies. The danger is that they will be bypassed and export policies will tend to the lowest common denominator. Indeed, sources at Daimler

allowing the new business to of national laws are less restrictive. National controls operated by member states are proving increasingly ineffective against a restructured definite industry. Harmonised EU arms export controls are necessary.

Some progress in this direction has already been made. The

European Council agreed eight criteria on arms exports in 1991 and 1992. However, these criteria are vague, non-binding and have been consistently misinterpreted or disregarded. A key priority for member

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states at the forthcoming intergovernmental conference, must be to reach a common implementation of these criteria based on the higher levels of existing national

Steve Shropshire, arms trade researcher. Saferworld 33/34 Alfred Place London WC1E 7DP. UK

#### Debating women's role in Hollywood

From Ms Joelle Diderich. Sir, I have just read Nigel Andrews' review of the film Get Shorty (March 14), starring John Travolta and Gene Huckman.

May I suggest be read for himself the novel by Elmore Leonard from which it was

adapted.
I think he will find that Gene

Hackman is, indeed, too sophisticated to portray the character of Harry, and Danny De Vito too squat for the role of movie idol.

But nothing in the novel suggests Rene Russo's character should be "blonde with a low IQ".

Instead, she is portrayed as smart, sassy and more able to

hold her own against the cool I can only assume Mr

Andrews' own view of women's role in Hollywood prompted. his uncalled for remark

C/Argensola 7, 28004 Madrid; Spain.

#### Europa • Michael Werbowski

## A long wait out in the cold

The EU needs to make progress on enlargement to include eastern and central Europe



Union's intergovernmental in Turin at the end of the month looks likely to be a

The European

long hard slog. Reviewing progress since the Maastricht treaty and reforming EU insti-tutions will be a lengthy, cum-bersome and perhaps even a rancorous affair. The talks look as if they may take years.

There is, therefore, likely to be little urgency in addressing the pressing issues arising out of the enlargement of the Union to cover eastern and central Europe. These former communist countries have demonstrated their willingness to join their western neighbours, but have made little progress so far.

Apparently, the pace of history is supposed to slow down and wait for the EU to get its own house in order. Central and eastern European countries are expected to continue the reforms prescribed by Brussels as conditions for membership, while EU ministers haggle over budgetary and

monetary policies.

But apprehension is growing in central European political eventual EU membership made by Brussels will not be kept. Governments in the region which came to power after the collapse of the Berlin Wall have staked their electoral future on "Europhoria", the chance to join the EU.

They expect EU leaders to follow through on their promises. The entire economic reform process in the region depends on it. There may even be a political backlash if, after painful transformations to market economies, the hope of membership turns out to be a mirage.

If eastern and central Euro-

pean countries do not join the KU, they will be relegated to the margins of western Europe with little or no influence on policy or decision-making in Brussels. The alternative of a



Helmut Kohk eager to see a united Europe from east to west

aspects of EU membership is little better: it would leave them as second-class citizens, without the benefits, privileges and obligations of full member-

Worse, they may end up as s buffer between east and west as so often in the past - vulnerable to pressure and destabilisation from either side. None of these options sounds attractive to the applicants. At the 1993 EU summit in

Copenhagen, the strategy was first formulated which offered negotiations within a framework of structured dialogue. The countries of eastern and central Europe were led to believe by Brussels that this meant enlargement was practi-cally a done deal: the question was not whether they would ioin, but when,

But the relationship between the EU and the associate member countries has become like that of an engaged couple waiting to be married, yet still unable to set a date for the wedding. Eventually, feeling half-way house that excludes dejected and frustrated, one these countries from some side may decide to call the

whole thing off. If a date for accession or a clear timetable is not agreed on by the mem-ber states during the intergovernmental conference, central Europe may gravitate east-Chancellor Helmut Kohl's

Agenda 2000 proposal to accelerate negotiations with Poland, Hungary and the Czech Republic shows the determination of Germany to act as the match-maker or intermediary between east and west. The man who was instru-

mental in reuniting his own country is eager to see a truly united Europe from east to west, with an extended European family living, as he puts it, "under one European roof and in one European house". However, the amount of

sway that Germany will have on this issue at the negotia-tions in Turin is questionable. The free flow of goods and people between east and west is a long way off.

EU trade restrictions and stringent border controls between EU and non-EU member states have created a

union. Deep divisions are becoming apparent between those members favouring a vust continental free trade area and those which seek protection from the competitive central European economies skilled labour force.

Those more favourable to business and financial community. Other interest groups oppose competition in their sectors - for example, the French farmers who fear that Polish produce will flood their traditional markets.

The case made by opponents to further enlargement is that it will enteil enormous costs, especially if the common agricultural policy and the structural and cohesion funds are extended to the new entrants. It seems ironic that a massive bureaucratic structure with a notorious reputation for profligacy and spendthrift subsidies has suddenly become cost-conscious.

If Brussels practised what it now preaches to its eastern partners and cut wasteful spending and administrative inefficiency, more money would be available to finance the next phase of enlargement.

There is also a problem of perception. The Czechs, Poles

and Hungarians do not see themselves as applicants begging for charity, as Brussels appears to believe. These countries do not want to join the EU simply because of the handouts that might be offered to its underprivileged members. These emerging economies are fast becoming productive and prosperous and, in the long run, may become net contribu-turs to the EU coffers.

The central Europeans have transformed their economies in a short time. They deserve credit for accomplishing, against the odds, what can be called a Wirtschaftswunder or economic miracle Overcoming the bitter legacy

of the cold war and consolidating democracy in the region will take longer. It is time for the EU to live up to its ambitions for a wider union, and begin the formidable task of creating a united Europe from east to west.

The author, a Prague-based journalist, is co-ordinator of Project Expansion, a lobby group for the rapid enlargement



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## South Africa's unused assets

Mr Chris Liebenberg South
Africa's competent and miable
finance minister, has an acerviable task of trying to mich the
country's daunting sending
needs with its modest sources.
He has somehow to find e funds
for urgent expenditumen such
basic requirements of the black
population as housing sucation, population as housing alucation, health and water success - all grossly neglected duras the years of apartheid rule - whout endangering his government deserved require the government of the property of the second requirements of the seco reputation for fiscal actitude. The recent speculation sainst the rand served as a ross reminder of the international stokets' sensitivity to any sign of sippage.

in the event, budget on Wednesday confirmal his careful Wednesday confirmations are ful-balancing act. Her managed to make modest the moressions to middle and lower scome groups, avoid any posticulty explosive increase in value added tax, and still forecast a modest reduction in the budget destrict he has done so by proposing to sell off a good portion of the country's oil reserves, raising some taxation by bringing pensarium income into the system; and promising to the system and promising to

tighten up on the evasion.

Yet given the scale of the challenges facing the country, Mr Liebenberg may be being too cautious. All agree that the greatest challenge to the tackled is unemployment with up to one in three of the application out of stork or of the population out of work, or living on sub-subsistence. To make any invoad on that, growth in gross domestic product must be raised from the current 8.5 per cent a year to an annual 6 per cent or so. That requires a very substantial increase in savings and investment, both from domestic and foreign sources.

#### Pension funds

17.75%

South Africa's savings rate has tumbled over the past 10 years from more than 25 per cent of GDP to around 17 per cent, mainly due to a decline in personal saving. The inevitable redistribution of income in favour of the lowest paid, since the advent of majority rule. Is likely to increase consumption still further, at the

orously: Mr Liebenberg proposes to bring it down from more than 6 per cent of GDP to 5.1 per cent in the coming year. But with capital spending by government at less than 3 per cent of GDP, that figure is still much too high. Moreover his move to tax interest and rental income of pension funds is scarcely a signal to encourage private savers - even if they were relieved that the 17 per cent tax rate is only half what the worst rumours had forecast.

#### State assets

One answer is surely to be braver on the question of privatisation of state assets. The ruling African National Congress and its trade union allies are extremely cautious about any such move. They talk instead of "restructur ing state assets"; that appears to be a suphemism for privatisation to some members of the government; to others, it means no more than streamlining state companies to make them more efficient.

The government has a very significant portfolio: through the Industrial Development Corporation, it has holdings in Iscor, Sasol and Alusaf, It owns Telkom, the state telecommunications corporation, and Transnet, which includes South African Airways, as well as the harbours and national railways. And it owns Eskom, the giant electricity utility. Total privatisation receipts could be as much as Reobn

Of course, a blind sell-off of such state assets would probably simply reinforce the present white-dominated and highly concentrated ownership of South African industry. But the government should consider voucher privatisation, as practised in eastern Europe, as part of the mixture: it could then raise sorely needed funds to reduce its budget deficit (and state debt), and also greatly increase the popular (black) ownership of shares.

At this moment, Mr Kenneth Clarke, the UK chancellor of the exchequer, is heading for South Africa to preach the benefits of British-style privatisation. Perhaps Mr Liebenberg should also be haviting Mr Vaclay Klaus, of the The government can help by Czech republic, to hear the story cutting its budget deficit more vig- of voucher privatisation.

but nine of the past 65 years face an uncertain future. Mr Persson collared the top job after steering Sweden back from the brink of financial collapse in 1994. He implemented a series of tough budget measures which have restored at least some of the country's battered reputation in international financial markets and won the respect, if not the affection, of

> his party. Even after his reforms, Sweden has yet to come fully to terms with the traumatic changes of the last decade, which have profoundly shaken a nation once so proud of its welfare-based, egalitarian society that it proclaimed it as the "Swed-

pie's House in Stockholm

this evening, the faltering

giant of Swedish politics, the

Social Democratic Party, will

elect Mr Göran Persson as its new

leader. He will thus become the

country's new prime minister,

replacing the less colourful Mr

Ingvar Carisson, who retires after

The burly, bespectacled finance

minister is a formidable politician

who oozes self-confidence and will

revel in the opportunity to wield

power. "Göran Perason is the lion

tamer at the circus," says Mr Klas

Eklund chief economist at Skan-

dinaviska Enskilda Banken and for-

merly an influential figure in SDP

Folkets Hus podium at tonight's

party congress is far from a trium-

phal march. Both the country and the party that has ruled it for all

But Mr Persson's ascent to the

10 years as party leader.

governments

The rapid internationalisation of the world economy, the end of the cold war and the painful realisation that Sweden could no longer afford the cradle-to-grave welfare system it built up in the 1970s have undermined the model. The pressure to be internationally competitive exposed the extent to which Swedish companies were overmanned. burdened with costs and dependent

n the auditorium of the Peoon regular devaluation. The subsequent increase in unemployment costs greatly increased state spending, and the public sector quickly outgrew the private sector's ability to finance it.

Yet the Social Democrats remain committed to a redistributive welfare system that preserves the key party principle of minimising divisions in society. The challenge fac-ing Mr Persson is how to achieve this while reversing a process which has seen Sweden slip in the past 25 years down the OECD's international league of income per capita from the top five to 17th.

The economy has recovered some of its poise since the 1991-93 recession and the subsequent battle to overcome a yawning budget deficit and fast-rising public debt, which at one stage threatened to approach 100 per cent of gross domestic product. A combination of painful spending cuts and tax increases over three years - equal to 7.5 per cent of annual GDP - stabilised the debt last year and should eliminate

the budget deficit by 1998. These measures, pushed through by Mr Persson since the SDP returned from three years in opposition in late 1994, won back a significant degree of confidence in the financial markets, leading to a strong rise in the krona and a big fall in interest rates in recent months. Mr Persson insists Sweden will meet the economic convergence criteria to qualify for the planned start of European economic and monetary union (Emu) in 1999.

But the economy remains vulnerable, and could relapse into crisis. Aiready the 3 per cent expansion of 1995 has been followed by a marked slowdown in growth this year. Total unemployment is stock at more than 12 per cent of the workforce, although the government often uses a lower figure, which excludes those on training courses. This is a shocking level for a country which as recently as six years ago had a jobless rate of under 5 per cent. The size of the public sector is still huge by international standards, accounting for more than 60 per cent of GDP. "If we are lucky, the downturn will be sharp but short. But if we are unlucky and Europe and Sweden go into recession, then Goran Persson is in big trouble. in any case, unemployment is going to be stuck at high levels," says Mr Eklund.

Lion tamer steps into the ring

Sweden's new premier faces the task of maintaining his party's welfare commitment while reviving the economy, says **Hugh Carnegy** 

The Social Democratic party, meanwhile, has been in a state of disarray. The first preferred candidate to succeed Mr Carlsson, the then deputy premier Ms Mona Sahlin. was forced to withdraw after revelations that she used her government credit card for private

ore substantially, spending on unemployment grammes, sick pay and child care benefits has outraged many in the rank-and-file. They thought the election victory in 1994 would herald a return to traditional SDP policies, not an even tougher regime than that adopted by the previous centre-right coalition headed by Mr Carl Bildt, the radical conservative.

"Everyone should contribute (to solving the economic crisis) according to their ability," protests Ms Lotta Gröning, editor of the traditionalist Norrländska Socialdemocrateгna newspaper. "Now everyone has to contribute regardless of their condition, and that is a complete break with Social Democratic prin-

The party has also been split by the issue of Sweden's entry to the European Union last year: a clear majority currently opposes the party leadership's intention that Sweden should join Emu.

Many in the top echelons of the party - dubbed the "renewers" are trying to persuade the grassroots that the SDP must adopt radical reforms to adapt to the changes facing the country, much as Mr Tony Blair has overhauled the policies of Britain's Labour party. Their agenda includes a rethink on benefits, a more flexible labour market, measures to encourage entrepreneurs and full participation in the Mr Carlsson can take credit for

already having moved the party in this direction. He presided over sweeping economic and financial deregulation in the 1980s and tax reforms in 1991. He swung official SDP policy to a pro-EU stance. But the party has approached all

these issues in a defensive mode, portraying them as necessary evils to protect the core of the welfare state rather than as desirable goals in their own right. The policy debate that will follow Mr Persson's election will be dominated by "traditionalists" clamouring for a return to the "tax-and-spend" certainties of the 1970s. Mr Persson will struggle to avoid being bound by traditionalist resolutions.

The key question now, therefore, is what kind of leadership Mr Persson will offer. Sweden's big exporting companies - such as Volvo, Ericsson, Electrolux and Astra are urging him to stick to a reformist agenda, continuing to keep firm control on the public finances, trim the public sector, ease the tax burden and loosen the still rigid labour regime, "The main priority is no turning back," says Mr Eklund.

The companies' argument is that the party must accept these formulas if the country is to return to sustainable growth. Indeed, the renewers argue fervently that only by doing so will Sweden be able to continue to afford generous welfare provisions.

Mr Persson's record as finance minister has encouraged the view that he will pursue such a programme. But there are already signs that the necessity of keeping the party together will temper whatever reforming zeal Mr Persson - whose roots are firmly in the working-class mainstream of the SDP - may possess. In January, he

upset financial markets by agreeing to union demands to return unemployment and sick-pay benefits in 1998 to 80 per cent of previous salary levels from the 75 per cent to which they were recently reduced.

"It is uncertain what kind of a prime minister Mr Persson is going to be," says Professor Olof Ruin of the political science department at Stockholm University, "My feeling is he is more of a reformer than a traditionalist, but he is bound to try

to keep the party together. The new leader will seek to heal the divisions in the SDP which have led to a sharp fall in the party's popularity. From more than 45 per cent of the vote in the 1994 election, the party's poll ratings have tum-bled to less than 35 per cent. One poll early this year put Mr Bildt's conservative Moderate party ahead of the SDP for the first time ever.

Disgruntled voters have been deserting the SDP in droves to the Left party (the former communists) and the Environment party. In elections for seats in the European parliament last September, these two anti-EU parties together polled 30 per cent of the vote, while the SDP slid to 28 per cent, its lowest result in a national election since 1911.

But Mr Persson has one valuable card in his hand: the Left and Environment parties would never sup-port a right-of-centre government. feanwhile, the four-party alliance that made up Mr Bildt's 1991-94 coalition has fractured, with the Centre party forming an informal alliance with the SDP. The Liberals and Christian Democrats have slipped far down the polls, leaving Mr Bildt's Moderates with little prospect of forming a government after the next election in 1998.

"In the present situation, the Social Democrats are doomed to rule," says Prof Ruin. This should give Mr Persson the leeway to pursue a bold, reformist course. The question is whether he believes such a course is required to restore the prosperity and self-confidence Sweden enjoyed in past decades.

## Playing poker with Lloyd's

who have supplied the 300-year-old insurance market's capital, are trying to work out what the latest recovery plan means for them. If Lloyd's is to survive, it must win the backing of a significant majority. However, it would be understandable if many Names did not regard this plan as the final offer. So far, the tortuously complex figures put forwards by Lloyd's are indicative; final numbers will be published in May. However, the proposal gives Names an estimate of what they must pay to settle their debts with Lloyd's. In exchange for a final himp sum, they can transfer outstanding liabilities to Equitas, a new Lloyd'sowned reinsurance company, including huge claims under US pollution and asbestos policies. Lloyd's will contribute £2.8bn to reduce the bill. It estimates that the net cost to individual Names should be capped at £100,000 plus their deposits at Lloyd's.

If Names reject the offer, they
may be pursued by Lloyd's for
much larger sums. They must

weigh the package against the chance that future court actions could secure them a better deal. Each Name has a different exposure, and the overall response is highly unclear. Lloyd's does not even know whether Names still have enough money to meet the settlement, even if they want to accept it. In the poker game now under way, all players are weighing up three central questions. First, is this the best Lloyd's can offer? Second, what happens if the

leal fails? Third, if it succeeds,

shat future can Lloyd's expect?

#### Additional money

The deal represents a big improvement on the first offer. However, there are ways in which it might be increased. The £2.8bn might be raised, partly by payments under insurance policies protecting agents against legal action. Some Names also feel that auditors, brokers and agents might be persuaded to put more money into the settlement. Present proposals assume no payments from auditors and brokers, and just £200m from agents. In the case of auditors, Names

What price peace? The helplines at Lloyd's of London are now open, and 34,000 Names, the individuals the kind already successfully brought against Ernst & Young. For their part, brokers and agents might well suffer if Lloyd's ceased to write new business.

If agents take the threat of closure seriously, they could find it worthwhile to pay a slice of future profits into the settlement. How ever, Lloyd's is nervous of putting on too much pressure, on the grounds that agents might be prompted to quit the market alto-

#### Brinkmanship

The present brinkmanship therefore depends in the end on the central question: If this deal fails, will Lloyd's shut down? Lloyd's has every incentive to portray itself in the worst light possible, to encourage Names to accept its offer. But nonetheless, there is every reason to take it at its word when it says that without this settlement, it would be unlikely to pass the Department of Trade and Industry's annual solvency test.

Failure of this deal would not automatically force it to stop trading. But its future would immediately be placed in the hands of the DTL That would raise the political temperature of what has been portrayed as a purely financial crisis a possibility which both Lloyd's and ministers must dread. If a settlement is accepted, what

future has Lloyd's? Part of its uniqueness and cachet stemmed from its pledge that it would pay claims even if it had to take the shirts off its members' backs. But Names' unlimited liability has lost any attraction it might have offered, even though Lloyd's points out vigorously that. throughout its troubles, it has met every valid claim.

There is a case, despite the damage to its reputation, that Lloyd's would still have a competitive advantage. Lacking a fixed sales force, it has lower costs than many continental and Japanese insurers. It still offers rare expertise and flexibility, particularly the ability to write large, specialised policies which much of the world's insurers would shun. Between it and that happier outlook, however, lies a game of poker which is far from over.

#### Leonard of Arabia

A small cloud has appeared on the horizon at Garsington, the Oxfordshire village famous across Britain for its out-door operas. This time it's not the locals who are kicking up a fuss about noisy opera singers, but the leading man himself. Leonard Ingrams, brother of former *Private Eye* editor Richard Ingrams, is decamping to the Middle East

Ingrams, a director of merchant hankers Robert Fleming, is joining Bahrain's Arab Banking Corporation as chief operating officer. He knows the area well. When he was working at Barings, the family bank, he was seconded to the Saudi Arabian Monetary Agency, where he worked alongside David Mulford, the former US Treasury star who now heads Credit Suisse First Boston.

Ingrams is one of those rare birds who enjoys working in Saudi Arabia more than in London. So after a brief interlude back at Barings in London he returned as chief adviser to Sama's governor in the 1980s. "When I went Sama had \$15bn of assets; when I left it was up to \$165bn," says Ingrams.

Clearly Robert Fleming, where he has worked for 11 years, didn't make the most of his Middle East connections. So when he got the call from Ahmed Abdullatif, ABC's chief executive and former deputy

governor of Sama, ingrams jumped at the chance of returning to his

One (no doubt scurrilous) suggestion is that he has been recruited to apply his first class mind to one of ABC's unspoken problems - how to sever its Libyan connection, which upsets the Americans.

Nevertheless, his return to the Middle East at this stage in his career ~ he is 54 - is strange, especially since his Garsington opera, a mini-Glyndebourne, is gearing up for its next high-brow season. Ingrams insists that the show will go on, and that he will be choosing next years' productions. Indeed, he is toying with the idea of Mozart's "Die Entführung aus dem Serail". How appropriate.

#### Reader's dyspepsia ■ They're going to have to rename

Pleasantville, the sleepy Westchester County headquarters of Reader's Digest, in New York state. Yesterday the company said it was cutting 100 jobs at Pleasantville, as part of a global staff bloodletting. The Digest likes to make out it's

a caring organisation, but in truth it's always been something of a snake pit. On Christmas Eve in 1965 its founder, DeWitt Wallace, used a staff party to summarily dismiss his long standing general manager, Al Cole, and to demote

Cole's protege, Fred Thompson. who also happened to be Wallace's nephew-in-law.

BSERVER

At least the remaining Unpleasantville staff will still be able to enjoy the wonderful art collection, carefully acquired by DeWitt and his wife Lila, and which decorates the corridors. It's described by local staff as "priceless"; unlike the staff.

#### Chocks away

A bold recommendation yesterday from Jacques Douffiagues, the former transport minister charged by the French government with coming up for a location for a third Paris' airport. Out of his hat he pulled Santeuil. so far to the south of the capital that it's practically in Orleans. An odd choice, perhaps - except it's near the district he long represented as a local and national politician.

#### Whitewater scare

■ New Yorkers - who have survived the snowiest winter on record - are now suffering the wrong kind of thaw. Commuters heading home to New Jersey were held up for two hours on Tuesday night, when the upper deck of George Washington Bridge was closed because chunks of ice the size of table-tops were falling onto the roadway.

And on Wednesday morning the rush-hour was disrupted, as drivers unused to sunshine were dazzled by the unaccustomed glare. The same New Jersey-ites, this time heading eastwards, couldn't see where they were going, having left their sunglasses at home.

#### Molotov's cocktails

Ruffled feathers at the very pukka Sind Club, watering hole of the Pakistani and foreign elite in Karachi. Months of political violence have prompted them to bring along their Kalashnikov-toting bodyguards, despite repeated admonitions from

the club secretary. "This practice is causing a great deal of inconvenience to other members," he says in a stern notice. "Please refrain from bringing armed guards into the Club premises."

#### Last word

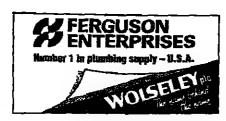
■ It was the Ides of March and Mark Anthony, Caesar and Brutus had arranged to watch their local soccer club play an important away fixture. The day was not going well. The visitors were trailing badly and Brutus had been delayed in the Rome traffic and missed most of the first half. At last he arrived and breathlessly asked his friends for the score. Caesar turned to the late arrival and replied sadly: "8-2, Brute."

Financial Times 50 years ago

#### Durban deep strike

Johannesburg: Miners at three shafts of the Durban Roodeport Deep Company refused to go underground on the morning shift as a protest against the expulsion of one of their number from the mineworkers' union and his dismissal from the company. Men at one shaft each of the Consolidated Main Reef Mines and Estate and Rand Leases Gold Mining Company struck work in sympathy. The Durban Deep men later issued a statement emphasising that they had no quarrel with any management and that the stoppage was directed against the Mineworkers' Union. "We demand," says the statement, "the immediate election of shaft stewards on every shaft at every mine throughout the reef and in coal mines, and from the men elected a new mineworkers' union will then automatically come into being."

Gen. Motors after the strike New York: The settlement of the General Motors strike on Wednesday afternoon has paved the way for a volume production of automobiles originally expected months ago. The new two-year pact provides an 1814 cents hourly wage increase for 175,000 employees in 92 plants in



## FINANCIAL TIMES

Friday March 15 1996



Commission favours area south-west of city

## Protests over site chosen for third Paris airport

By Andrew Jack in Paris

18

The third airport for Paris should be built south-west of the French capital close to the cathedral city of Chartres, a government commission recommended yesterday. Mr Jacques Douffiagues, a former transport minister, said his commission had picked an area

encompassed by the communes of Santeuil, Beauvilliers and Sainville, in the Eure-et-Loire departement of Central region. The airport is due to be built in the next century.

The announcement was greeted with disappointment in the Picardie and Haut Normandie regions, which had proposed rival sites and lobbied strenuously for them over the last few

Mr Charles Baur, head of the regional council for Picardie, north of Paris, which had offered three sites, described the choice as "an error on a national scale

for economic as much as technical reasons". The announcement also prompted protests in the area chosen that they had not been consulted by the commission and had known nothing about the decision until they had read leaks in the press.

Mr Douffiagues said all the sites examined had been proposed by elected politicians, and that it was the government's responsibility, not the commission's, to carry out consultation

and make the final decision.

Mr Bernard Pons, the minister of transport, and his junior minister, Ms Anne-Marie Idrac, last night said they had "taken note" of Mr Doufflagues' recommenda-tions, and would host hearings for all three regions examined. In 1994, the government put forward a plan to build a third runway for Charles de Gaulle air-

port, north of Paris. This was

examine all the options for handling the growth of air traffic in the Paris region.

That report concluded last year that both Charles de Gaulle and Orly airports, to the south of the city, were close to saturation and that in the long term there was a need for a third airport.

It estimated the current costs for an airport of 30m passengers a year at FFr20bn (\$3.9bn) before road and other forms of access. Last November Mr Pons and Ms Idrac appointed Mr Douffiagues's commission to examine where the third airport should be built. Mr Douffiagues yesterday said the airport would be needed between 2015 and 2030, and with the potential for considerable

"We need to reserve a site as a safeguard. The challenge is to ensure we are not reproached by our children for creating a situation as congested as that in the airports of Paris today," he said.

# US, EU split over government

By John Barham in Ankara, Lional Barber in Brussels and Bruce Clark in London

mediator in Bosnia.

Military Professional Resources incorporated, a US company staffed by retired generals, con-

Transatiantic row looms, Page 3

## greeted by public protests, and Mr Douffiagues was appointed to Forbes bows out and backs Dole as Republican nominee

By Jurek Martin in Washington

Mr Steve Forbes. \$30m poorer but still believing the money was well spent, yesterday bowed out of the race for the Republican presidential nomination and grudgingly endorsed Senator Bob Dole for the task of trying to unseat President Bill Clinton in November.

The millionaire publisher said he would work "wholeheartedly" for the majority leader, but only mentioned Mr Dole's name at the end of remarks about his own campaign. He suggested the Republican party had some way to go to "re-establish its creden-

tials with the American people". Mr Forbes reiterated his policy positions from the flat rate income tax to healthcare reforms, many of which Mr Dole bas

expressed only muted interest.

Mr Forbes's 25-week campaign was initially dismissed with derision, but caught brief fire in early primaries in Delaware and Arizona, where he best Mr Dole.

Continued from Page 1

But in seven primaries last Tuesday he could only manage one second-place finish.

Mr Forbes's friends, led by Governor Christie Whitman of New Jersey and Mr Jack Kemp. the former housing secretary, have spent much of the last 24 hours trying to mend fences with Mr Dole. Bad blood has existed between them after the publisher's ferocious TV commercials assailing Mr Dole as the embodiment of a failed political establishment in Washington.

Governor Whitman said she hoped Mr Forbes would be invited to serve as a Dole delegate at the party convention in August. But Mr Kemp said he regretted that Mr Dole had not solicited Mr Forbes's support, thereby displaying, he said, "no magnanimity in victory".

The immediate practical consequence of Mr Forbes's withdrawal is that Mr Dole will probably clinch the nomination in the four Midwestern primaries next

Exact delegate counts vary, but the 229 at stake in Illinois, Ohio, Michigan and Wisconsin could give the majority leader the 996 needed. He now has about 750, plus most of the 70 pledged to Mr

But Mr Pat Buchanan, the only other remaining candidate, showed no signs of bowing out. In Toledo, Ohio, he appealed to the publisher's supporters by saying he would work to include Mr Forbes's flat tax proposal in the Republican party platform.

The conservative pundit repeated warnings to Mr Dole that he was prepared to lead his backers out of the party if his policy demands were dropped from the platform. He also pre dicted that a Dole nomination increased the chances of an independent or third party candidacy in November. My guess is Ross Parot [the 1992 independent contender] will run ... and that hurts the Republican party."

Could have done better. Page 16

150 of the 380 lawsuits filed against banks and insurers. Mitsubishi, which said that Mr Oishi's claims were unfounded, admited that it faced some litigaits members faces. tion, but would not specify the

number of cases. The bank said that it was willing to renegotiate the terms of the loans to ease the burden on

Life insurers and banks also deny that they misled customers.

**Europe today** 

## Bank protest | Deal on securities risks

of the ordinary positions or exposures, alarm belis start to ring." Mr Mackeonis said.

the mood of co-operation among derivatives exchanges.

Under pressure to reduce costs and improve the level of service for members, a number of exchanges are examining alliances and trading links. This has been a theme of the conference.

biggest derivatives

# military aid to Bosnian

US officials said last night they were seeking to arrange a meet-ing of Balkan leaders and western governments in Geneva next week. The European Union. which is maintaining an arms embargo on Bosnia, Croatia and Serb-led Yugoslavia, will be represented at today's conference only by an observer. Separately, some member governments will also send junior officials.
in defence of the conference,

US officials have said that military aid to Bosnia was clearly envisaged in the Dayton peace agreement, and was one of the conditions under which Bosnian president Alija Izetbegovic signed the accord

come under increasing strain recently, but the Bosnian and Croatian prime ministers met vesterday and said they did not believe problems were insoluble.

A British foreign office spokesnan said London accepted the legality of military sid to Bosnia, but a senior UK official said Britain "had never been enthusiastic" about the US-sponsored rearmament programme.

firmed vesterday that it was among the bidders for a contract to help upgrade Sarajevo's armed forces. General Ed Soyster, a former head of the Defence intelligence Agency who is now chief spokesman for MPRI, said bids had to be submitted by next Monday and he understood that at least two other companies were planning to make bids. MPRI's management includes

Continued from Page 1

known as margin - on a daily basis against their exposures, exchanges usually have a clear idea about the risks that each of "If members start to have out

The agreements to be announced at the International Futures industry conference in Boca Raton, Florida, underline

Earlier this year the Chicago Board of Trade and the Chicago Mercantile Exchange the world's exchanges, announced they were examining co-operation and could eventually merge.

US and Turkish officials will today host a conference on providing military aid to Bosnia. amid strong European com-plaints that the rearmament plan is likely to undermine the peace

The conference has been criticised by the French foreign ministry, which said the priorities in Bosnia should be stability and reconstruction rather than weapons procurement, It has also been criticised by officials close to Mr Carl Bildt, the international

Washington also says military aid will not be forthcoming unless the federation of Bosnian Moslems and Croats, which makes up 51 per cent of the loosely constituted Bosnian state, is successfully united.

Croat-Moslem co-operation has

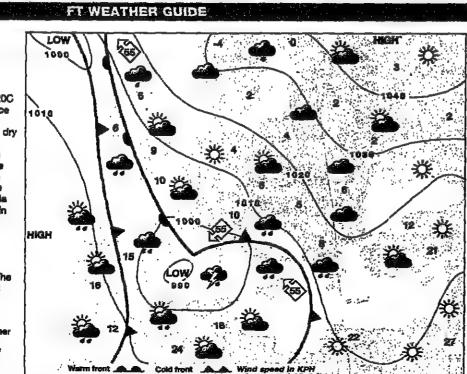
General Frederick Kroesen, who

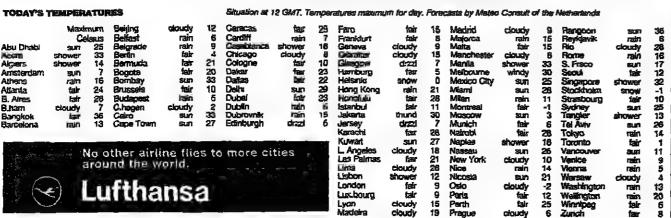
used to command the US army in Europe. The firm was contracted last year to help the Croatian army, but it insists that its help has been in "non-isthal" areas such as civil-military relations, and denies having given any weepon training.

Milder air from the south will raise afternoon temperatures above freezing across the continent. Maximum temperatures will be around 15C in southern Europe and above 20C over the eastern Mediterranean. A disturbance will produce cloud and rain in Ireland and Scotland. South-eastern England will remain dry with surmy spells. A series of low pressure areas will produce abundant rain in southern and western France, the Pyreneees, Italy, the Balkans and Greece. Some showers may be accompanied by thunder. The rest of Europe will remain dry although southern Scandingvia will have cloud and snow. Cloud will prevail in most of eastern Europe but eastern Turkey. Russia and the Benelux will be sunny.

#### Five-day forecast

Cloud and rain will spread from southern to south-eastern Europe during the weekend. The UK will be rather cloudy with patchy rain but will turn drier early next week. Cloud will increase in the Benalux and Germany where temperatures will be about 8C during the weekend. Eastern Europe will also turn warmer and cloud will decrease. High pressure will continue to promote plenty of sun in most of





#### THE LEX COLUMN

## Hoechst's half measures

Hoechst's avowed commitment to shareholder value is about to face its sternest test yet. Mr Jürgen Dormann, chairman, has admitted that the group's pharmaceutical arm does not sit comfortably within its mainstream chemicals business. He should now follow through and spin it off. The logic behind such a step is over whelming. Strengthened by last year's

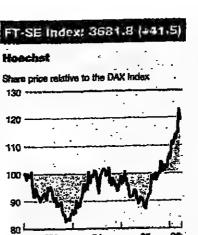
\$7bn purchase of Marion Merrell Dow, Hoechst's drugs business is the world's fourth largest, on a par with Merck of the US which is capitalised at over \$80bn. Yet the entire Hoechst has a market value of just DM27bn (\$18bn); and that includes a chemicals business which made operating profits of DM2.1bn on sales of DM40bn in 1995. There are German tax problems to overcome and Hoechst is still in the process of integrating Marion Merrell Dow. But the scope for a demerger to unlock value is clearly enormous.

On top of that, a free-standing phar-maceuticals company would be in a better position to participate in the industry's consolidation. It could then contemplate an all-share merger on the lines of the Ciba/Sandoz deal in Switzerland, And, as BASF's purchase yesterday of a Japanese drugs com-pany shows, even the Germans are becoming aware of the need for global

Clearly, it would be wrong to value Hoechst's drugs business as highly as Merck which has much better margins. But the margins at Hoechst are improving rapidly, from 10 per cent in 1995 to an estimated 15 per cent this year, with a 20 per cent target by 1998. With a demerger coming into the frame, Hoechst's shares look ridiculously undervalued.

The merger of the various retailing interests of Germany's Metro has plenty of short-term benefits. Not least, bringing together Asko, Deut-sche SB-Kauf and Kaufnof Holding will tidy up a messy share structure. There are also considerable financial advantages. The company estimates that it will save an estimated DM400m (\$270m) by cutting out duplications. And it will be able to make use of substantial tax losses in Asko, the

poorly performing specialist retailer. However, there must be some doubt over the attractions of a huge retailing conglomerate to investors. Although the group insists it will be highly decentralised, the holding company will preside over a hotch-potch of bus nesses of varying quality. Judging by the history of diversified retailers in the UK, fixing problems in one busi-



ness without letting any other balls fall to the ground is no easy feat. Of course, the new group will have sub-stantially greater financial fire-power; and, as a market leader in a range of retailing sectors, considerable clout, which it may be able to use to expand into foreign markets. If the hoped-for improvement in the German retailing

environment fails to materialise, it may well need to. At least the management seems to have the right intentions, setting goals of a post-tax return on equity of 15 per cent and a progressive dividend policy. This attention to maximising shareholder value is refreshing in a German company. The test will be whether the senior management will be prepared to get rid of any bits of the business which it cannot get right.

Mr Ian Strachan, BTR's new chief executive, is trying to break the conglomerate's obsession with profit margins and focus on sales growth. Most of that growth will come from following big customers, like the car makers, into the developing markets of South America and Asia. It follows that BTR will accelerate the disposal of its remaining non-manufacturing interests to concentrate on a smaller range of truly international businesses. Acquisitions and cost cutting will continue to play a part, but from now on capital investment and marketing will receive greater attention. BTR has been groping its way towards this global strategy for several years, but it has taken Mr Strachan to pull it

The group's 1995 results show how much work there is to do. Underlying sales grew by 6 per cent and profits by only 5 per cent, though that was

partly due to poor performances from Taiwanese polymers and rail contract-ing – which have both been declared non-core. More of a worry is the weak cash flow. After interest, tax and capital spending, the cash cover for the dividend was less than 0.6 times. Fortunately, BTR stands to collect £1.1bq as its remaining warrants convert over the next three years and interest

cover is a healthy 10 times. Given BTR's size and a dull economic background, sales growth will not accelerate overnight. But after share price underperformance of 30 per cent over the past three years, the mere fact that the group has a coher-ent strategy of the past three years. ent strategy and is starting to communicate it more effectively should give investors some comfort.

#### Enterprise Oil

The City's love-hate relationship with Enterprise Oil appears to be on again. Yesterday's 43 per cent jump in profits fuelled the recent recovery in the share price. At long last, the company seems to have been forgiven for its indiscretion with Lasmo. More importantly, Enterprise has finally proved that it does not need another acquisition to fill the gap left by the failed 1994 bid.

The company's scatter gun approach to organic expansion has paid off it now has a portfolio of assets which has restored confidence in its long-term inture, in a year of significant production growth, Enterprise managed to replace more than 200 per cent of reserves. It plans to increase output from 200,000 harrels of oil a day last year to 300,000 by 1999.

Its Italian venture may have taken time to come good, but it now looks likely to exceed all expectations. Only a small amount of oil has been booked so far, but production could rise to over 100,000 barrels of oil in a few years time. Further shead, the company also has a reasonable spread of prospects in Australia, Peru, Vietnam and Cambodia. So far, the increase in Enterprise's asset valuation resulting from recent finds fully justifies the share price rise. Should it wish to, it is now in a strong position to fund a takeover with cash or shares.

The only immediate blot on Enterprise's horizon is the oil price. Higher prices helped the company last year. But with North America's cold winter coming to an end and the possibility of Iraqi oil exports re-entering the market, the outlook for prices this year is

> Additional Lex common on Mirror Group, Page 26



A2000 Holding N.V. (Incorporated with limited liability in The Netherlands)

(incorporated with limited liability in The Netherlands)

Kabeltelevisie Amsterdam B.V.

United and Philips Communications B.V. US West International B.V.

NLG 475,000,000

**Project Finance Facility** to finance the upgrading of the Amsterdam cable

ABN AMRO Bank N.V.

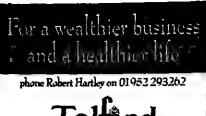
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**FINANCIAL TIMES** 

## **COMPANIES & MARKETS**



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#### Metro sees rise as it clinches merger

Metro, Germany's large retailing, discount and casi. and carry group, forecast a sharp rise in profits and sales following final agreements to merge with its independently run subsidiaries Asko, Deutsche SB-Kauf and Kaufhof Holding. The merger follows several months of detailed negotiations to buy the stakes of minority shareholders. Page 20

Siemens Nixdorf buys 10% stake in Yobis Siemens Nixdorf, the computing subsidiary of Germany's Siemens group, has acquired a 10 per cent equity stake in Vobis, another German personal computer manufacturer, as part of its strategy to grow its PC operations, Page 21

Seagram operating profits silde 8% Seagram, the Canadian drinks and entertainment group, saw an 8 per cent drop in operating profits to \$234m in the fourth quarter, despite a 55 per cent rise in revenues to \$3.7bn. It also warned of lower cash flow in the period to June 30 this year. Page 24

US acquisition lifts Rockitt & Colman Reckitt & Colman, the UK household products group, appears poised for double digit growth in earnings per share following the successful integraion of Lehn & Pink, the US group it bought last year. The first benefits from L&F showed in the rise. in 1995 pre-tax profits before exceptionals to 2417.8m (\$639m), against £160.2m. Page 25

companies	in	this	İşşu
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**OTHE FINANCIAL TIMES LIMITED 1996** 

Friday March 15 1996

# Tellord.

## BASF buys into Japanese drugs market

By Jenny Luesby in Frankfurt and Emiko Terazono in Tokyo

Analysts expect similar deals to follow German group's DM500m move BASF, the German chemicals nearly 1,500 drugmakers in the Japanese market, and few have Hokuriku said it could achieve this target within 10 years. For-eign participation should acceler-

company, yesterday announced the acquisition of a DM500m (\$338m) ma prity stake in Hokur-iku Seiyaku, a Japanese drugs company. The move is the first foreign

acquisition of a Tokyo-listed drugs company since Merck acquired Banyu Pharmaceuticals

Similar deals could follow, according to analysts. There are

sufficient capital to run effective research and development Hokuriku, which posted sales of Y15.8bn (\$150m) in the year to

of 0.3 per cent in Japan. BASF said the acquisition would provide a platform from which to build a share of 1 per cent. Before the acquisition,

ate this, said analysts. Japan is the world's second-March 1995, has a market share

largest drugs market with sales of \$53bn last year, up 10 per cent on a year earlier. Previously BASF Pharma had no manufacturing sites in Japan and its market presence was limited to seven drugs sold by three agents. Hokuriku specialises in antibi-

The headline figures for Ger-

many's large companies look

impressive, especially the strong

results reported by chemical

groups this week. In an analysis

of ton German companies. Com-

merzbank found that profits ross

26 per cent last year, with 15 per

cent annual growth forecast for

this year and the same again for

1997. However, the figures hide a

An increasingly large element

of profits stems from foreign

earnings, while domestic earn-

Another important factor is

the delayed effect of the 1992/98

wave of restructuring.

Germany's Mittelstand, the

medium-sized company sector.

has not benefited nearly as much

as large companies. The Mittel-

stand is considered the backbone

of the economy, but it is often

Some of these factors cannot be

accurately reflected in statistics.

under German accountancy rules

to publish a regional breakdown

Mr Harald Schmidt, global

financial analyst at Commerz-

bank, said the high proportion of

dividends that arise out of for-

eign earnings signals "an indica-tion of how bad the situation is

at the moment... Without doubt we can speak of recessive ten-

dency or even a recession if you

look at this development." The

construction sector has virtually

collapsed this winter, an early

sign of trouble to come. Mr Schmidt says the rise in the

D-Mark last year is one of the key

factors undermining competitive-

ness. He sees little room for a

boom unless the D-Mark softens,

pointing out that Siemens, the

electronics group, budgets about

DM2.5bn (\$1.7bn) a year for losses

arising from the strong D-Mark

Siemens typifles the tendency

of German companies to earn an

increasing proportion of their

income abroad. This is also

reflected in investments. First-

quarter foreign turnover at Sie-

mens in the 1995/96 financial year

of profits.

not included in the statistics.

series of worrying trends:

ings stagnate or fall back.

otics, the peripheral and central nervous system and respiratory diseases. Prescription drugs from its own research account for

around 70 per cent of sales. The company has faced growing competition. Profits last year stood at Y1.1bn. Yesterday it denied rumours that this year's results would be depressed by losses made in the derivatives market, saying that all its investments were in bank deposits.

to be competitive, it said. "We cannot compete alone even in the domestic market," said Mr Masanori Ito, Hokuriku's president. "A lot of companies with sales

looking for a foreign company to buy them out," said Mr Yoshih-Yoda, pharmaceuticals analyst at UBS Securities in Tokyo. BASF said its offer would be presented to Hokuriku's share-

smaller than Y50hn are probably

holders on March 18. The com-pany is predominantly privately owned with about half of its share capital owned by 10 people. Another 12.25 per cent is controlled by Searle, a Monsanto atilliate.

Through its Knoll subsidiary, BASF will bid Y1,450 a share for a 51 per cent stake in Hokuriku. Hokuriku's shares rose 9.9 per cent on Wednesday on speculation that the company was a BASF target. Shares closed another 1 per cent higher yester-

## Deutsche Telekom group wins Czech mobile phone bid

By Vincent Boland in Prague

A consortium led by DeTeMobil, the mobile telephony arm of Deutsche Telekom, yesterday won a stake in a Czech GSM digital mobile telephone licence, one of two being offered to introduce competition to the market for the

Pledging to invest Kc5.5bn (\$200m) to develop a digital net-work and to offer "one of the lowest GSM tariff regimes in Europa", the consortium, TMobil, won against competition from five other international bidders. DeTeMobil owns 84.5 per cent of TMobil. Stet International of Italy has 12 per cent, and three

local investors, the computer groups PVT and TMP, and SIS, a financial investor, own the rest. TMobil won a 49 per cent stake in the licence. Ceske Radiokomunikace (CRK), the Czech radio transmission group, will own 51 per cent. They will form a joint venture to develop and operate the network, but TMobil will

The German-led consortium tive tariff package. The government had put a weighting of about 50 per cent on the affordability of the new service, out of the four main criteria on which each bid was judged. The other

have management control.

erage, quality of service, and the funding of the joint venture. TMobil's tariff structure is

Each has different rates for call bil declined to comment.

After a joint venture agreepenetration of fixed-line services.

EuroTel, a joint venture between the national fixed-line operator. SPT Telecom, and Bell Atlantic and US West, which already awarded the second GSM licence.

understood to consist of three packages. A "diamond" package will target heavy mobile users, "economy" will aim at private users, and a "manager" package at those in between.

charges, monthly service fees and the amount of free minutes per month. A standard connection fee of Kc3,000 applies to each customer. Mr Karel Dyba, the Czech economy minister, said the tariffs would be about half the level of those in Germany, although TMo-

ment is signed between TMobil and CRK, probably on March 25, the stage will be set for a period of intense competition in the mobile market. Demand for keenly-priced mobile services is expected to be high because of the low TMobil will be competing with

offers analogue mobile telephone services in the Czech Republic and Slovakia, and which will be TMobil is expected to launch in September, and to have 90 per

## Exchanges agree to restructure Globex

Richard Lapper, In Boca Raton, Florida

Two of the world's biggest futures exchanges have reached an agreement with Reuters, the international news and financial information organisation, to reshape the use of the Glober electronic trading system. The arrangements, expected to come into effect in May, will

allow the Chicago Mercantile Exchange (CME) and the Paris-based Matif greater flexibility to develop links with other futures markets than they enjoy under the existing Globex agreement. Reuters will also be free to sell its electronic services to other

futures markets. "It is a much more flexible agreement," said Ms Rosalyn Wilton, managing director of transaction products at Reuters. "We are able to grow our business and they have the freedom to decide how best to grow theirs without restrictions. Until now parties to Globex, launched in 1992, have been constrained in the extent to which they can link with other exchanges. At a time when futures markets are looking to alliances to save costs and improve service these restrictions have made Globex less attractive

to other exchanges. The Chicago Board of Trade (CBoT), which last year announced a trading link-up with

the London International Financial Futures and Options Exchange, dropped out of Globex in 1994.

"The restrictions had been barnacies on progress and experi-ence suggested we don't need them," said Mr Jack Sandner, CME chairman. Mr Sandner said the CME would invite the CBoT. its rival, to rejoin Glober, which could assist the two exchanges to develop co-operation plans announced earlier this year. These discussions could lead to a merger of the two markets.

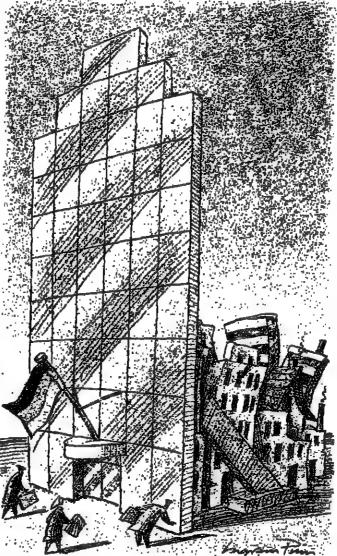
Under the new Globex agree ment, Matif and the CMR will pay Reuters a fixed fee each year for capacity on the system rather than a fee per transaction, as is charged under the current contract. Fees paid to Reuters by exchange members for the use of Globex terminals will also be reduced. Firms accessing through CME or Matif will pay only \$800 a year, compared with the \$1,200 previously charged by Matif.

Mr Gérard Pfauwadel, Matif chairman, said the agreement made Globex more like a utility At Matif trade over Globex amounts to between 10 and 15 per cent of the total, compared with 1.5 per cent at the CME.

Worldwide the number of con tracts traded over Globex reached 7.2m in 1995 and is now running at more than 700,000 a

#### When a strong erman economists are usually among the last people in the country to recognise a recession, in spite of bottom line tells falling economic output and rising unemployment. One of the frequently cited arguments why Germany is not in recession is only half the tale the "strength" of corporate profits. Unfortunately the statistics showing corporate profits holding up well reveal more about statistics than about profits.

Wolfgang Münchau on the worrying trends facing German groups



Big companies' figures look good . . . but bankruptcies are rising fast

was up 30 per cent, while domestic turnover fell 10 per cent. Staff levels were up 2 per cent abroad over a three-month period, while in Germany they fell 1 per cent. Mr Martin Pütz, director of economics and marketing at IKB Deutsche Industriebank in Düsseldorf, expects further stagnation in 1996. Recent weakening of the D-Mark would bring only lim-

ited relief as there was no evidence of strong foreign demand. Mr Hans Tietmeyer, president of the Bundesbank, said this week the pattern of German exports was going through an upheaval, as demand from western Europe fell rapidly, while eastern Europe and Asia became more important markets. Although large companies with

generally cope with such rapid shifts, small and mid-sized companies find it much harder. The Mittelstand, once viewed as the pillar of Germany's industrial strength, is now seen as one of the main causes of its decline. Its profits, on aggregate, are heading towards zero; it proves less adept at adjusting to changed markets than large companies; and it did

not restructure nearly as much. Mr Jürgen Bock, president of the union of mid-sized compa-nies, said: Mid-sized companies behave differently from large companies. When a Mittelstand company hits trouble, it contin-ues until it is finished. The last thing it would do is to dismiss its workers." As a result, its substance eroded, while its aggregate assets shrank

He said the return on turnover for the Mittelstand averaged 1.4 per cent, which compared with 7.8 per cent in England, "a country we used to look down on". A return of at least 5 per cent was needed for the situation to return

The gulf between Mittelstand and large companies has led to unprecedented discord in German employers' federations. They find it increasingly hard to draw up a strategy for all employers to rally behind in their tussles with the trade unions. The Mittelstand, traditionally the industrial relations, stands with its back to the wall, still realing from last year's wage round, which has brought many companies closer to the edge.

German bankruptcy statistics are one of the more reliable indicators of what is happening in the economy. Creditreform, the financial information agency, said corporate insolvencies increased 15.5 per cent last year. and were especially high in eastern Germany. This year, Creditreform estimates a 5 per cent rise in west German insolvencies to 23,000 and a 35 per cent rise to 9,500 in the east.

Whether the squeeze on the corporate sector will bring about a recession, or whether it is merely an expression of a temporary weakness will not be resolved for some time. German economists define a recession as an annual fall in output year on year, rather than a fall during two consecutive quarters, as in Angle-Saxon countries. But anyone who believes the economy is not as bad as it looks had better turn to arguments other than "strong" company profits.

## BTR to accelerate non-core divestment

By Tim Burt in London

and price falls.

industrial conglomerate, yesterday said it would accelerate its withdrawal from non-manufacturing operations after reporting a 6 per cent increase in full-year

Although the company exceeded expectations by lifting pre-tax profits from £1.41hm to £1.5bn (\$2.29bn), it hinted that it would sell or scale back its noncore polymers, construction and North American aggregates

Falling demand and weak prices in those areas dented an otherwise robust performance by BTR's industrial and consumer related operations, which helped lift operating profits from

11.48bn to 21.58bn. Mr Ian Strachan, unveiling his first figures since becoming chief executive in January, said: "Divestment of non-core businesses has accelerated and we will continue the refinement of the portfolio."

Further disposals are expected under the restructuring launched by Mr Alan Jackson, Mr Strachan's predecessor, who last year raised approximately £900m from the sale of businesses such as Dunlop Slazenger

and Tilcon, the UK aggregates subsidiary. Mr Strachan predicted acquisi-

tions would continue at a pace similar to 1995, when BTR spent £720m on 11 companies including Varta, the German batteries manufacturer, and Gencorp, the US vibration controls company. He also hinted that the group would scale back its consumer related businesses, while retaining its packaging and paper techpology interests.

The consumer-related sector had the largest growth of BTR's main operating divisions with profits up 18 per cent to £342m. BTR's five product areas - consumer-related, industrial, transportation, construction and control and electrical power systems contributed sales of £9.78bm (£9.44bn). Mr Strachan said it was a credible performance given the "ferocious" competition in the US automotive sector and slowing demand in the con-struction industry.

Fully diluted earnings per share rose from 22.7p to 24.9p. The group recommended a final dividend of 9.15p (8.3p), making a total for the year of 14.69p or 16.075p including the enhanced foreign income dividend paid at the halfway stage. Lex, Page 18

THERE ARESOME FLIGHTS NEVER OT TAKE END

world class long jumper never wants to come back down to earth. At Delta, we believe that every single passenger from any of our ADelta Air Limes 00 flights arriving daily in our home town of Atlanta for this year's Olympics, should be made to feel the same way about their flight.

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#### INTERNATIONAL COMPANIES AND FINANCE

#### EUROPEAN NEWS DIGEST

## Kredietbank ahead 10% at BFr11.55bn

Kredietbank, Belgium's third largest bank, yesterday unveiled a 10 per cent rise in 1995 net profit after minority interests, to BFr11.55bn (\$381m) from BFr10.49bn a year earlier. Gross income rose 8.8 per cent to BFr65.28bn from BFr59.98bn in 1994 and included net interest income of BFr48.58bn, against BFr46.16bn, and BFr16.7bn of other income, against BFr13.82bn, the bank said.

Operating costs rose 7.1 per cent to BFr39.84bn from BFr37.3bn, due to a one-off charge from a change in VAT regulations and higher costs of the Spaarkrediet unit acquired in January 1995, it said, Depreciation, write-downs and provisions rose 82.4 per cent to BFr11.59bn, from BFr6.35bn a year earlier, and included an 88.2 per cent rise in credit risk provisions to BFr6.46bn. it said. Write-downs in 1994 were substantially depressed by write-backs of country risk provisions, it said. The board is proposing a net dividend of BFr235 out of 1995 profits, against BFr215 a year earlier.

#### Minorco quashes rights talk

Rumours of an impending and substantial rights issue by Minorco, the Luxembourg-quoted natural resources group controlled by the Anglo American Corporation of South Africa, were quashed yesterday by Mr Hank Slack, the chief executive. "It is the furthest thing from our mind," he insisted after announcing a 60 per cent increase in Minorco's earnings before tax and exceptional items to \$665m.

There was speculation that Minorco would use the rights issue cash to take over Diamond Fields Resources, which discovered the Voisey's Bay deposit in Labrador, expected to become the world's biggest and lowest-cost nickel mine from 2000 onwards. Mr Slack confirmed Minorco was taking a keen interest in the corporate manoeuvres surrounding Voisey's. "It is a very attractive project and we are attracted to projects like that," he said. Kenneth Gooding, Mining Corresponden

#### FT/S&P Actuaries World Indices

The FT/S&P Actuaries World Index Policy Committee carried out full reviews of Belgium and Denmark at its quarterly meeting on March 11 and decided on the following constituent changes, to take effect from April 1 1996:

Belgium, Additions; BBL VVPR (112); Electrafina VVPR (212). Deletion: GIB VVPR (491). Denmark: Additions: Kobenhavens Lufthavne (301); Coloplast B (431); De Dansk Luftfartselskab – 50 per cent investibility weighting (301). Deletions: D/S 1912 (303); D/S Svenborg A (303): ISS A (481); Aalborg Portland A and Prel. (611); Portagua

The Committee confirmed that Indonesia and The Philippines will be added to the Indices on July 1 1996. The following changes to the previously proposed constituent lists have been agreed:

The Philippines. Addition: Southeast Asia Cement Holdings (investibility weighting changed to 30 per cent). Deletion:

Indonesia. Addition: Telekomunikasi Indonesia (20 per cent investibility weighting).

The FT/S&P Actuaries World Indices are jointly compiled by FT-SE International, Goldman, Sachs & Co. and Standard &

Poor's in conjunction with the Institute of Actuaries and the Faculty of Actuaries. NatWest Securities Limited is a

All enquiries should be made to Steven Vale, FT-SE International, London, on 0171-448-1800, Barbara Mueller, Goldman, Sachs & Co., New York, on 212-902-6777, or Elliott Shurgin, Standard & Poor's, New York, on 212-208-8709.

## Metro sees sharp gains as merger clinched

By Judy Dempsey in Berlin

Metro, Germany's large retailing, discount and cash and carry group, forecast a sharp rise in profits and sales following final agreements yesterday to merge with its independently-run subsidiaries Asko, Deutsche SB-Kauf and

Kaufhof Holding.
The merger follows several months of negotiations to buy out the stakes of minority shareholders; Metro had held majority stakes in the three companies previously but the four entitles were managed separately. The merger will create one of Europe's largest retailers which will concentrate on mass distribution

mainly in the discount sector. It reflects a growing trend towards consolidation at a time when retailers, particularly in Germany, are fighting for market share amid weak growth in consumer spending.

Mr Erwin Conradi, manager

of Metro, said the merger was not "a conglomerate". Instead, he said there would be strict decentralisation with autonomous boards responsible for managing operating divisions. However, Metro AG, the new holding company, would pro-vide a platform for the interna-tionalisation of activities, espedivision, one of the Metro's most successful divisions. Con-

For the first financial year, starting last January, the new Metro AG group expects a group turnover of DM65.6bn, rising to DM70.6bn next year

and to DM76.4bn in 1998. Pre-

tax profits over the same period are expected to rise from DM1.1bn to DM1.5bn next year and to more than DM2.1bn in 1998. A dividend of DM2 plus a bonus of DM2 per DM5 shares will be paid out this year. The merger, to be put before

shareholders on May 24, involves an increase in nominal capital and an exchange of shares. The current nominal capital of DM288m will be solidated sales for last year increased by DM213m to

intends to increase the then existing capital through a capital increase from reserves involving a bonus issue of shares by about DM600m to DM1.1bn

The exchange of shares entails 10 Asko ordinary shares being swapped for 81 Metro AG ordinary shares with the same arrangement applying for preference shares. For Deutsche Kaufhaus, eight of its ordinary shares will be swapped for one while one Kaufhof ordinary share - as well as preference four ordinary and preference



Erwin Conradi: planned strict

## European coup for troubled SBC Warburg

By Nicholas Denton

The German retail merger creating Metro has given SBC Warburg a chance to show that, despite the investment bank's troubles in the UK, it is continuing to pick up significant mandates in

The Swiss Bank Corporation division is sharing the credit for advising on the DM15.8bn (\$10.7bn) merger although the two German banks involved in the deal have established

Assurances Générales de France, the

state-owned French insurance group,

yesterday reported 1995 net income up

23 per cent to FFr1.1bn (\$218m) and

announced renewed efforts to improve

Turnover rose 11.4 per cent to FFr77.4bn, which AGF said represented

an increase in comparable terms and

constant exchange rates of 13.1 per

The board is recommending a divi-

Mr Antoine Jeancourt-Galignani,

chairman, said that last year marked

"a turning point" for the group, includ-ing a reorganisation, tighter strategic focus and a first step towards improv-

He announced the creation of a tem-

porary group, which would be responsi-ble for increasing productivity. He also pledged to do everything possible to

dend of FF13.75 a share.

ing profitability.

Efficiency pays as AGF

banking relationships with Metro In contrast, the SBC unit has been losing UK clients taken on with the acquisition last year of S. G. Warburg, formerly the UK's leading independent investment bank. "It was not possible o service that entire UK client list,"

AGF has long been earmarked for pri-

vatisation, but the sale has been

delayed by various concerns, including

the generally poor recent performance

of shares in financial services groups.

The latest moves will help prepare the group ahead of the sell-off.

During the year, AGF changed its accounting policy for life assurance

contracts, which provided a one-off

profit of FFr2.6bn. However, that was

more than offset by a series of excep-tional charges, including FFr7.6bn for long-term depreciation. There was also

FFr1.1bn in provisions on insurance

business, FFr759m against banking

operations, and FFr718m for long-term depreciation in AGF's holding

Mr Jeancourt-Galignani said the

group's sim was to focus on markets

experiencing strong growth, such as retirement and health insurance.

said. "That is the region we have marked out to show our strength."

This week it also emerged that the SBC group had advised on the acquisition by Mr Gad Rausing and his family sald Mr Ken Costa, chairman of SBC Warburg's investment banking board. of the half of Tetra Laval, the privately owned packaging group, that they did not own. SBC even contributed to the In the UK, the bank would aim to offer more products to fewer clients, he said. But it is also pursuing a Eurofinancing of the deal which, although

thought to be worth about SFr7bn.
SBC Warburg took no part in the merger between the Swiss pharmaceutical companies Sandoz and Ciba-Geigy but it disclosed this week that it was acting as adviser on the disposal of businesses being hived off by them.

And next week SBC Warburg and Morgan Stanley will set price ranges and launch the international public offering of Scania, the Swedish truck maker, for which the two banks are joint global co-ordinators.

## details have not been disclosed, is Cut in provisions helps advances 23% to FFr1.1bn lift profits 7.7% at BNP

Banque Nationale de Paris, the French banking group, yesterday unveiled 1995 net income up 7.7 per cent at FFri.Sbn (\$356m) while launching a defence of its support for the country's small busi-

pean strategy of which the Metro deal,

and others this week, were the "first fruits". "Europe is our turf," Mr Costa

As a result of the sluggish progress of the French economy, the group reported banking revenues down 4.1 per cent at FFr87.7bn, a decline of 2.3 per cent on a comparable basis. "BNP has held up rather well in what has been a difficult year for French banks," said Mr Michel Pébereau, chairman.

The improved result partly reflected a sharp reduction in provisions, down from FFr7.3bn last year to FFr5.5bn this year. Write-downs for specific risks fell 48 per cent outside France, but - apart from property - were down just 8 per cent domestically. New provisions against loans to property developers were FFr1.7bn, against FFr2.1bn in 1994.

However, Mr Pébereau stressed that BNP's exposure to the property sector was far less a concern than lending to small and medium-sized businesses. He said total property provisions in 1993-95 totalled FFr4.5bn, while those against small businesses over the same period ran to FFr10.5bn.

His comments come in the wake of criticisms of banks' approach to lending towards small business which were voiced by President Jacques Chirac last month during a tour to east Asia. Mr Pébereau said that BNP had oper-

ated a policy of maintaining margins rather than seeking additional market share. He said his objective for 1996 was for "progression" in all divisions of the

He renewed his criticisms of the government-backed FFr135bn rescue plan for Crédit Lyonnais, the state-controlled bank, which he called "erroneous for public finances and for the creation of competitive distortions".

#### **CLF** in talks with Belgian counterpart on link-up

By Andrew Jack in Paris and Emma Tucker in Brussels

Crédit Local de France, the specialist French banking group, yesterday confirmed it was holding talks on a close co-operation with its counter-part Crédit Communal de Belgique, the second largest bank in Belgium. CLF said this could lead to an exchange of up to 50 per cent of the two hanks' shares.

The move would lead to the creation of a large European financial institution focused on lending to the public sector, with combined total assets of about FFr1,000bm (\$198bn). The two banks said they were also studying ways to tighten links with Bank Nederlandsche Gemeenten in the Netherlands, which is already a shareholder in CLF. Crédit Communal de Belgique also

They stressed that for the plan to go ahead, shareholder, regulatory and executive approval would be a required n a process likely to take

holds a 5 per cent stake

"many months". CLF said the two banks believed there was "strong complementarity" between their businesses which could lead to a "European pole of development". It said the plan would require the sale through public quotation of some of the shares in Crédit Communal de Belgique - currently owned by the country's 600 communes - and would lead to the construction of a unified

CLF, already the largest quoted bank in Europe speci-alised in lending to local authorities and the public sector, has recently been strengthening its international

CORRECTION

#### **OTE** flotation

Contrary to a report in yesterday's Financial Times, CS First Boston and Schroders have not pulled out of the OTE flotation and remain advisers to the Hellenic Republic.



### The Société Générale Group ANNUAL RESULTS

#### NET INCOME MAINTAINED AT FRF 3.8 bn

French corporate customers.

Shareholders' equity up (+ 8.2 %) to FRF 51.2 bn

B.I.S. ratio: 9.23 %

(of which Tier one 5.67 %)

Net dividend per share: FRF 16 (representing a payout ratio

of 37 % of net income)

■ N° 1 private-sector French Bank

- 2000 branches in France
- # 125 years of international banking
- 500 offices in 70 countries

#### **BUSINESS**

- Satisfactory performance for retail banking in France. • Significant increase in customer deposits (+ 13.8 %).
- Rise in assets managed (+ 5.7 %).
- Loans virtually unchanged (+ 0.7 %) due to weak demand from
- Marked growth in capital market transactions and in commercial banking operations of our international network.
  - Brokerage business less active than in 1994.

#### RESULTS

■ Net banking income up (+ 1.1 %) to FRF 39.4 bn.

Slight fall in gross operating income (-5.9 %) due to higher operating expenses (+ 3.8 %) reflecting the Group's international development.

■ Decline in net allocation to provisions (FRF 4.8 bn as compared to FRF 5.0 bn in 1994), despite net allocation to provisions for real estate commitments remaining at a high level (FRF 1.9 bn compared to FRF 2.2 bn in 1994).

The Annual General Meeting will be held at the CNIT Paris-La Défense on May 10 1996 at 10 a.m.

For further information, call our Investor Relations Service in Paris on (33-1) 42 14 54 78



# MINORCO

results for the twelve months to December 31, 1995

Preliminary "The past year was one of significant achievement for Minorco. Earnings reached record levels, several significant acquisitions were completed and the development of our major projects continued satisfactorily.99

Julian Ogilvie Thompson, Chairmen

		ar Year
	1995 Audited	1494 Unaudari Proforgu
US\$ millione:		
Sales	4,247	3,435
Operating carnings	599	296
Earnings before exceptional Items, taxation and minority interests	665	414
Net etmings	365	81
Net extrange before exceptionals	365	241
Net cash provided by operating activities	491	443
Capital expenditure	814	525
Acquisitions and investments	768	537
US\$ per share:		
Net earnings	1.45	0.36
Net earnings before exceptionals	1.45	1.07
Dividends declared	0.63*	0.57
Recommended by directors and subject to shareholders' anomyal.		

#### YEAR IN BRIEF

- Net earnings before exceptional items increased by 51% to US\$365 million.
- Approval given to commence development
- Tilcon acquisition doubles the size of the European Industrial Minerals business
- Dividend increased by 11%.
- of the Collahuasi copper mine, subject to completing the financing arrangements.
- Major investments made in the modernisation and expansion of Mantos Blancos, the Cresson heap leach gold

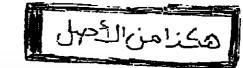
operation and the Aylesford Newsprint

FINAL DIVIDEND

The proposed final dividend for the year to December 31, 1995 of 42US cents is, subject to sharehold ral, payable on May 10, 1996 to shareholders of record on April 2, 1996. The 1995 annual report will be ers on or about April 4, 1996. Copies may be obtained from the UK Transfer Ag Barclays Registrars, Bourne House, 34 Beckenham Road, Beckenham, Kent, BR3 4TU, England.

MINORCO

MINORCO SOCIETE ANONYME, LUXEMBOURG, MARCH 14, 1996



#### INTERNATIONAL COMPANIES AND FINANCE

The collapse of Comecon ter, which was sold to financial

# Siemens Nixdorf buys 10% stake in Vobis

By Paul Taylor and Michael Lindemann in Hanover

15 <sub>1996</sub>

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Siemens Nixdorf, the computing subsidiary of Germany's deal, Mr Gerhard Schulmeyer, Sigmens group, has acquired a 10 per cent equity stake in Vobis, another German personal computer manufacturer, as part of its strategy to grow its PC operations and cut costs through joint component

with Escom, the struggling cut-price German PC maker. Earlier this month Siemens' stake a new assembly method which means it can tailor a PC to 10 to 12.5 per cent after Escom

SNI's chief executive, said: "The primary motivation for this strategic move was to create opportunities for joint bulk buying and to benefit from the resulting economies of scale in the purchasing sector."

Vobis, however, said the two SNI has a similar agreement 'companies might also co-operate on assembly. Vobis last year spent DM15m to introduce customers' needs and does not

announced a DM100m refinancing package following 1985 ucts to every one of its 600 per cent Mr Theo Lieven and stores. The Aachen-based company said SNI was very interested in the new technique.

The equity stakes and joint purchasing initiative link German's three largest indigenous PC manufacturers, and are likely to heighten speculation about closer ties. Together they have annual sales of almost 2.5m units, and under-line the growing importance of volume in the flercely competitive global PC market.

The SNI stake means that

students in 1973, now hold 15.75 per cent each, down from The deals with both Vobis and Escom underline SNI's

growing confidence and its increasing strength in both the domestic German and the European PC markets following an a restructuring programme initiated by Mr Schulmeyer at SNL

Siemens Nixdorf moved into Kaushof, the German retail profit for the first time last

markets and a sharp increase

in competition from western

producers at home triggered

the recession of the early

Exports to eastern markets

all but dried up and the domes-

tic market share of local pro-

ducers in value terms dropped

from 73.7 per cent in 1990 to

53.0 per cent in 1993 and to 44.8

per cent in 1995, according to

Pharmafelax, a local pharma-

ceutical and healthcare market

In spite of lay-offs and

restructuring prompted by the

recession, Daiwa estimates the

industry still accounts for

around 5.5 per cent of Hunga-ry's industrial production and

4 per cent of total exports. Industry analysts say one of

the attractions of the sector is

that, although much restruct-

uring has already taken place, there is still room for further

cost savings and earnings

non-core businesses - some

with potential environmental

liability such as pesticides,

agrochemicals and refuse burn-

ers - which has also made

Companies are divesting

growth.

research organisation.

profits of DM62m on sales of DM12.8bm.

Under Mr Schulmeyer, the company has adopted an international growth strategy and has become one of fastest growing European PC manufacturers - and one of few not

losing money.

Mr Schulmeyer revealed yesterday that new orders rose by 10 per cent to DM5.3bn in the first five months of the company's fiscal year. Worldwide sales advanced 15 per cent to DM5.2bn. Adjusted for currency movements, new orders rose by 4 per cent and sales by

investors, the leading local pro-

ducers have been acquired by

international pharmaceutical

companies. Sanofi of France

holds a majority stake in Chi-

noin, the most prominent local

pharmaceutical company in

developed countries, while

Novopharm of Canada last year increased its stake in

Human, a serum and vaccine

Also last year, Teva Pharma-

ceuticals of Israel paid \$26m

for 78 per cent of Biogal, the

country's main producer of

antibiotics. Human is listed on

the BSE, while Biogal, Chinoin

and Alkaloida, the last large

producer still in state hands

he takeovers have taken

drop of reviving Hun-

garian trade with the east, and

both Servier and Bristol-Myers

Squibb have said they intend

to use their local acquisitions

to spearhead their expansion

Hungary's exports to the for-mer Soviet bloc rose 24 per

cent last year as pharmaceuti-cal companies and other

exporters cashed in on the

region's economic recovery

and a 28 per cent devaluation

of the forint, reversing years of

Richter Gedeon, for example,

increased sales to former

Soviet states by 13.8 per cent in

dollar terms to \$60.9m and to

into the region.

real appreciation.

to \$31.6m.

place against a back-

trade over the counter.

specialist, to 53 per cent.

## in Stockholm AssiDomān, the Swedish pulp

the year. Pulp prices have fallen sharply since last October and prices for many paper prod-

ucts have weakened. The result was slightly below expectations, but the group's shares jumped SKr4.5 to SKr152. Swedish forestry shares have surged 5 per cent this week and 14 per cent this year. "The market feels that cyclical stocks are the ones to be in, and the forestry sector is benefiting from that," said Mr Peter Mansson, forestry analyst with ABB Aros Securities in Stockholm.

Higher prices, increased volumes and acquisitions helped lift gross revenues by 27 per cent to SKr21.8bn. Operating profits jumped 97 per cent from SKr2.26bn to SKr4.47bn.

The sharpest improvement was in kraft products, where SKrifflm to SKr1.17bn.

Mr Lennart Ahlgren, chief executive, said prices for sack paper were 5 per cent higher than last year's levels, in contrast to most other paper grades where prices are lower. He also said Assi planned to invest SKr100m in a new corrugated board plant near St Petersburg in Russia in a

ties in easiern Europe.

eastern Europe by 1.9 per cent SKr3.25 per share to SKr5.

#### AssiDomän doubles profits to SKr4.35bn

By Christopher Brown-Humes

and paper group, more than doubled profits from SKr2.07bn to SKr4.35bn (\$641m) in 1995, continuing an excellent reporting season for the big Nordic forestry groups. It said the upturn was driven by higher prices and volumes for most products. But market conditions wors-ened in the second half and the fourth-quarter profit of 5Kr837m was the weakent of

profits rose from SKr249m to SKr1.18bn. Packaging profits climbed 134 per cent from

further expansion of its activi-

Assi owns 39 per cent of Sepap, the biggest Czech pulp and paper group. It recently settled a dispute with Sepap's other main shareholder, the Bahamian investment com-

pany Stratton.
The dividend is raised from

## **EUROPEAN NEWS DIGEST** Noble set to buy Nedlloyd arm

Nedlloyd, the Dutch transport group, plans to sell Neddrill, its ofishore drilling subsidiary, to Noble Drilling Corp of the US for \$300m in cash plus 5m Noble shares. Noble's shares trade at between \$9 and \$10 on the Nasdaq exchange in New York, meaning the total value of the deal to Nedlloyd is around \$350m. The transaction, which includes Neddrill's various assets as well as its working capital of \$25m, is still dependent on several factors, including the successful completion of due diligence work and Noble's ability to arrange financing.

The Rotterdam-based company, which issued two profit warnings in late 1995, said the deal met its earlier declared aim of finding a strong strategic partner for Neddrill so that it could increase economies of scale and prepare for the 21st century. It described Noble, based in Houston, as the preferred partner of Neddrill's management and staff. Neddrill owns and operates drilling units for oil and gas production. It is active in the North Sea and in the deep water market off the coast of

The subsidiary is the main component of the group's Neddrill and other activities" sector, which generated Fl 17m (\$10.3m) in operating profit in the first nine months of 1995, on turnover of Fl 182m. By contrast, Nedlloyd's ocean-going shipping, which had nine-month turnover of Fl 2.3bn, posted operating profit of only Fl 39m, while European road haulage produced FI 48m in operating profit on sales of FI 2.6hn. Ronald van de Krol, Amsterdam

#### East Asiatic Company rises

The East Asiatic Company, the Danish trading and food group, increased group net profits from DKr230m to DKr338m (\$59.4m), although profits after net financial items slipped from DKr319m to DKr216m. The board recommended that no dividend be paid for the fourth successive year. The group, with 63 per cent of its turnover in eastern Asia, increased sales from DKr12.45bn to DKr14.42bn, primarily as a result of an increase of sales under licence arrangements of branded consumer products and graphics industry equipment in Asia.

The group's wool trading business and its Plumrose slaughterhouse and meat processing business in Germany made substantial losses. A DKr300m charge was made to cover the cost of selling a loss-making slaughterbouse at Britz, near Berlin, before the end of this year. EAC will concentrate its activities in three core areas, trading in fast moving consumer goods in Asia, graphics industry equipment in Asia, northern Europe and Africa, and food production in Venezuela. Hilary Barnes, Copenhagen

#### E-Plus warns on phone licence

E-Plus, Germany's third digital mobile phone network, yesterday warned Mr Wolfgang Bötsch, the minister for post and telecoms, not to issue a fourth mobile phone licence in Germany before 1997 when E-Plus's four-year period of grace

The company, in which the Veba and Thyssen industrial groups each hold 28.5 per cent, also said it was unfair that a fourth mobile operator should have to cover only 75 per cent of Germany and not 96 per cent as R-Plus had been required to do. Front-runner for the fourth mobile licence is a consortium made up of RWE and Viag, the two German energy-based conglomerates, and British Telecommunications. E-Plus said the German market was big enough to accommodate a fifth mobile licence but "when it comes to future licencing [of operators] we just want equality of chances and fairness". The company estimated there would be 12.5m mobile phone users . Michael Lindemann, Hanover in Germany by 2000.

# Hungarian drug groups stage comeback

A spate of takeovers by western groups has helped buoy the sector, writes Virginia Marsh

ungary's pharmaceutiimportant manufacturing sectors and its top export earner for much of the 1980s is making a strong comeback from a harsh post-communist

Better than expected 1995 results at the country's two largest pharmaceutical companies, and a public takeover at a third listed drugs producer have helped fuel this year's rally on the Budapest stock exchange, where the sector accounts for around a quarter of total market

The BUX index has surged by more than 40 per cent since January 1, hitting an all-time high of 2,390 on March 7. At the same time, a spate of acqui-sitions in the sector by western pharmaceutical companies has underlined Hungary's importance as the main manufacturing and distribution centre for the industry in the former

Eastern bloc. Richter Gedeon, the largest company in the sector, which was partially privatised and floated 18 months ago, hit an all-time high above Ft5,000 in recent weeks, up from an issue price of Ft1,830 in September 1994. In its preliminary 1995 results, reported last month, it increased net sales last year by Fi8.3bn to Ft27.4bn (\$192m) and made pre-tax profit of Ft7.7bn, up from F13.7bm in 1994.

since December when Servier, cal industry - one of the privately-held French pharthe country's most maceuticals company, purchased a 51 per cent stake and formed a strategic alliance with the company.

Rgis stock price was lifted further after it announced pre-

liminary pre-tax profit of Ft4.9bn, on sales of Ft19.8bn for 1995, up from Ft2.5bn, on net sales of Ft15.3bn in 1994, it is now trading in the Ft4,500-Ft4.800 range, up from Ft3,275 before the Servier acquisition was announced.

Traditional producers - former state companies such as Richter and Egis, most of which have now been priva-tised - are compensating for falling domestic market share by seeking new markets in the west and by revitalising trade with their former pertners in the east

Newcomers, such as Phermavit - the vitamin pill maker acquired by Bristol-Myers Squibb of the US for \$110m last month in the country's first public takeover of a listed company - have broken into the market through a combination of clever western-style marketing and competitive pricing. According to a recent report

by Daiwa of Japan, the strength of the sector lies in its ability to produce high quality drugs at low cost - wages in Hungary remain a fraction of those in the west - and in the country's position as a marketing and distribution centre for Egis, the local market leader, eastern Europe, a region which has seen its stock rise steadily offers substantial growth share.

	Sales* (Pt bn)	producers (%
1990	21.8	73.
1991	31.2	70.
1992	36.1	62.0
1993	50,9	53.1
1994	66.7	46.
3000	85.5	44.

(% of sales by value)

Hungary, which has a long tradition as a pharmaceutical producer, had the most important drugs industry in Comecon, the collapsed Soviet-led trading bloc. In 1989, around two thirds of the sector's production was exported, mainly to Comecon countries including the than Soviet Union where Hungarian pharmaceuticals had a 22 per cent market

Source: Dalve, Plannedale: potential for sales of pharmaceuticals. At present, drug consumption and expenditure on healthcare in the region, -

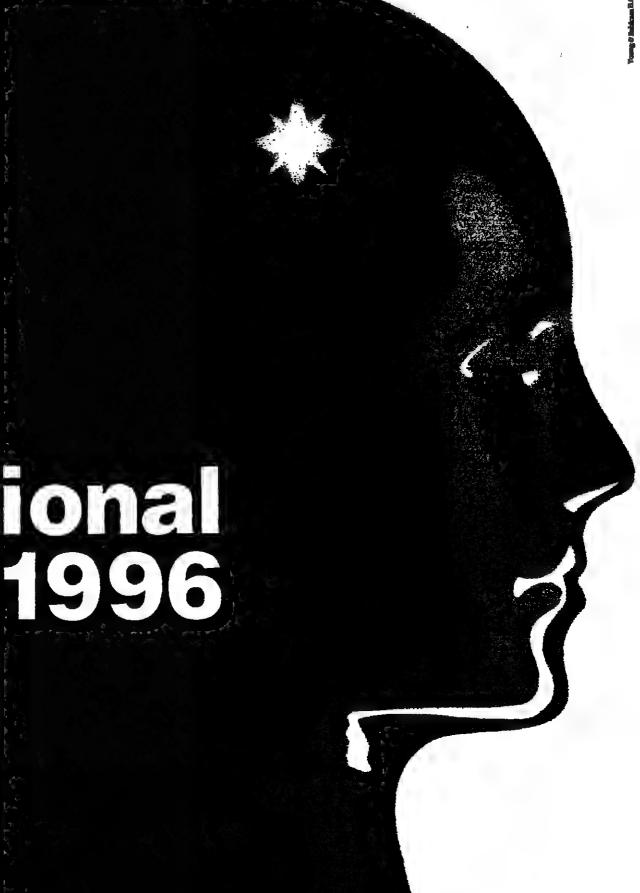
although not in Hungary - are

well below western European at 3

them more attractive to foreign Privatisation has in most cases included capital increases for the companies involved, enabling them to pay off expensive debt racked up in the recession and to increese capital investment which was largely neglected in the 1980s.
With the exception of Rich-

nternetiona Award 1996

http://www.PirelliAward.it



The first international prize ever launched on the Internet, the network of networks, has just started. It is called Pirelli Internetional Award and is dedicated to all European surfers able to develop a multimedia project which helps to spread scientific culture. Projects of any content can be submitted: an electronic program, a production process, a machine, a poem and anything related to the scientific world. An international jury composed by a Nobel Prize winner and experts of various disciplines will award a rich endowment of prizes to winning entries sent by 31st August 1996 to the site http://www.PirelliAward.it. The same site shows the rules.

#### THE MITSUBISHI BANK, LIMITED

U.S.\$100,000.000 2%% Convertible Bonds due 2000 U.S.\$300,000,000 11/1% Convertible Bonds due 2002 U.S.\$300.000.000 31/26 Convertible Bonds due 2004

"ADJUSTMENT OF CONVERSION PRICES"

Notice is hereby given that on 23rd February, 1996 the Board of the Bank effective 21st May, 1996 (Japan time) to its shareholders of record as at Mst March, 1996 (Japan time) at the ratio of 1.05 shares for

Such stock split will result in an adjustment of the respect

prices of the Bonds as follows: US.\$100.000.000 23/% Convertible Bonds due 2000 Conversion Price before adjustment: Yen 1,478,40 Conversion Price after adjustment: Yen 1.408.00 U.S.\$300.000,000 13% Convertible Bonds due 2002

Conversion Price before adjustment: Yen 2.727.10 Conversion Price after adjustment: Yen 2,597.20 U.S.\$300,000.000 3½% Convertible Bonds due 2004 Conversion Price before adjustment: Yen 3.110.50

Conversion Price after adjustment: Yen 2.962.40 This announcement is made pursuant to Clauses 6 (B) and 6 (C) of the Trust Deeds dated 25th July, 1985, 24th August, 1987 and 25th April, 1989, respectively, between Morgan Guaranty Trust Company of New York, as trustee, and the Bank, as issuer, constituting each of the Bonds and Condition 14 of Terms and Conditions of the respective Bonds

The name of the Bank will be changed to "The Bank of Tokyo-Mirsubishi, Ltd." on 1st April, 1996 following the merger of the Bank and The Bank of Tokyo, Ltd., the announcement of which has already been made. The new name will not be stamped on certificates for the Bonds, nor will certificates for the Bonds he exchanged against new ones. The Bonds will continue to be listed on the London Stock Exchange or the Luxembourg Stock Exchange, as the case may be, under the former name followed by the new name on and after such dato.

15th March, 1996

THE MOISCEISHI MANK, LIMITED (effective 1st April, 1996, THE BANK OF TOKYO-MITSUBISHI, LTD.)

#### Notice of Early Redemption

SEK

Aktiebolaget Svensk Exportkredit

U.S. \$200,000,000

8% per cent. Bonds Due 2026

NOTICE IS HEREBY GIVEN to the Bondholders that, in accordance with Clause 5(b) of the Terms and Conditions of the Bonds, the Issuer will redeem all of the outranding Bonds at 105 per cent. of their principal amount on 15th April, 1996 (the "Redemption Date"), together with interest actuad to the Redemption Date. Payment of principal and interest will be made on or after the Redemption Date at the specified office of any of the Paying Agents listed below against surrender of the Bonds, together with all transitional Component practical.

Paying Agents

Banque Indosue: Luxembourg 39 Allée Scheffer L-2520 Luxembourg London EC2A 2HE

Swiss Bank Corporati Asschenvoerendt 1 CH-4002 Basie

Bankers Trust Company Four Albany Street New York, N.Y. 10015 (payments of annapal only

Bankers Trust Company, London 15th March, 1996

Principal Paying Agent

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#### INTERNATIONAL COMPANIES AND FINANCE

## Germany's new issues hit record form

Investors have put DM8bn into the market, writes Andrew Fisher

rmany's new issue nies" in the 1995 IPO list. "It market finally sprang to life again last year. With a record volume of transactions by companies selling shares to the public for the first time, bankers and investors hope the disappointing results of the past have been

finally laid to rest.

Domestic and foreign investors sank more than DM8bn (\$5.4bn) into 20 new share offerings, more than in the pre-vious three years combined. Headed by Merck pharmaceuti-cals and Adidas sports goods, this performance put the market in good heart for this year's mammoth Deutsche Telekom sale which will be scrutinised around the world.

Thus, says Mr Heinz Steffen, senior analyst at Schröder Münchmeyer Hengst (SMH), the Frankfurt bank, "1996 promises to be the most inter-esting year in the history of the German [initial public offering] market". Much will depend on how the Telekom issue fares. "The shares must be favourably priced if it is to Yet although Telekom will

lift Germany's IPO volume to new heights, the underlying flow of deals is still far more limited than in the US or UR. Last year's experience does show, though, that companies and issuing banks have learnt important lessons from previous failures. Adidas's IPO success has prompted the rival Puma company - whose shares soared and then flopped when issued in 1986 - to promise more stock to outside investors when Proventus, its Swedishowned parent, reduces its

stake below 50 per cent. Mr Rolf Michael Betz, an investment banking executive at DG Bank, is gratified by "the healthy mixture of smaller companies, buy-outs, spin-offs and larger compareflects basic changes in the economy as companies restructure and sell off peripheral activities to concentrate on key

strengths," he says. He foresees further IPOs along the lines of SGL Carbon. This revamped carbon and graphite subsidiary of the Hoechst chemical concern raised DM310m, later returning to the market for a further DM430m when trading conditions improved. Even larger, at DM911m , was the issue by SKW Trostberg, the chemicals subsidiary of Viag, the energybased conglomerate.

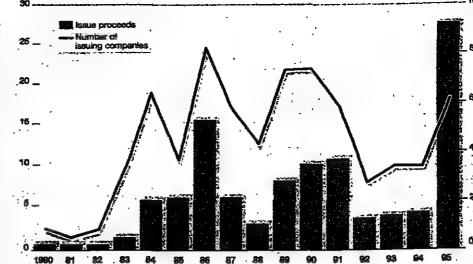
But it was the Merck and Adidas issues which really captured investors' imaginations. Merck raised a record DM2.4bn, with subscribers to the issue in Germany and abroad applying for as much as DM10bn worth of shares. That could be a healthy portent for November's planned Telekom issue of about DM15bn.

Much of last year's lively IPO activity clearly reflected a desire by some companies to come to the market before state-owned Telekom crossed the horizon. The deals ranged from virtually unknown com-panies to big international transactions. In 1994, new issues totalled only DM1.2bn, the previous record being the

So far this year few candidates have emerged, the main one being Pro Sieben, the commercial television company which could raise around DM1bn. But Mr Betz is optimistic. "I think we'll see a few more emerging which no one expects today," he says. The size of the German economy, with its myriad specialised Mittelstand (medium-sized) companies certainly offers

Much remains to be done, though. While one bugbear of

German new Issues



the past seems to have been overcome - over-pricing to maximise proceeds for issuers, leaving shareholders in second place - the German market remains underdeveloped. Many domestic institutional and retail investors are less than enthusiastic equity buyers and trading also still tends to be dominated by a few industrial and banking blue chips.

entsche Börse, which runs the Frankfurt ing to change that. Mr Reto Francioni, a director, cites its plans to make the market for smaller stocks more transparent and liquid. Recently it set up the MDax index of mediumcapitalised issues alongside the Dax, which tracks the main stocks. "Smaller and mediumsized companies have got to be able to raise money more easily on the bourse," Mr Francioni says. "There are thousands of successful companies in Germany that have not yet

But companies, banks and institutions have to play their chairman of SGL Carbon, has strong feelings about German institutional investors. "German banks and big Ger-

man insurers do relatively little, in my view, to promote the equity culture," he says. Compared with US and other European investors, those in Germany had a "certain aversion" to getting to grips with a com-pany's strategy and market outlook. Whereas Germans asked about dividend policy, US investors probed more deeply. Mr Koehler recommends that companies bring themselves aggressively to the attention of German institutions when making new issues.

Smaller companies also have difficulties. Mr Willi Merkel, head of eff-eff Fritz Fuss which makes security systems, bemoans the fact that investment funds from Germany showed little interest in the company, which raised DM101m last year. However, several UK funds specialising in smaller stocks visited its offices in southern Germany. For domestic funds, "It would be nearer from Frankfurt, but

the road seems longer".

Despite such problems, Mr
Betz says "there is definite
movement." Germans may not be heavy buyers of shares, but habits are changing. The wide use of the book-building process in issues with an international scope has made pricesetting much more realistic. Thus, in contrast to previous years, most shares performed well after the IPO period.

Foreign investors see the German market as having come of age," says Mr Rudolf Rhein, an IPO executive at Deutsche Bank, referring to the larger size of recent offerings and the range of investor interest. But both foreign and domestic investors will watch Telekom's progress closely. If the issue goes well, 1997 could see a further crop of IPOs to stimulate Germany's slowly

## **Benetton** shares hit by SME bid plans

By Andrew Hill in Milan

Controlling shareholders' plans to bid L286bn (\$183m) for the rest of SME, the priva-tised Italian supermarket group, yesterday provoked a flurry of activity in the stock of SME and of Benetton, the clothing group.

SME's largest shareholder is Edizione, the private Benetion family holding company which controls the clothing group, and Benetion stock was hit partly by foreign investors' worries that the family might require new finance for the SME bid.

Benetton said the SME offer was a matter for Edizione and would have no impact on the quoted group's financial position and future strategy.

The company also played down investors' worries about the likely outcome of Dutch litigation with Bulova, the 🐃 watchmaker later this month Benetton shares fell L935 to close at L15.885, while SME stock rose L105 to L1,705 which compares with the bld

-

197

A STANSON

-

202

price of L1.750 a share. Edizione's fellow shareholders in SME are Leonardo Finanziaria, the private holding company of the Del Vecchio family, which controls the New York-quoted Luxottica spectacles company, and Mov-enpick, the Swiss hotel and

restaurant aroup. Since late 1994, when the purchase of the SME majority from Iri, the Italian state holding company, was nearing completion, both Benetton and Luxottica have been careful to differentiate between the strategy of the quoted companies and the family investments.

The Italo-Swiss consortium controls 60 per cent of SME through a private holding company, Schema 21. Schema 21 said late on Wednesday that it needed to "shorten the chain of companies" linked to the operating group, in prepara-tion for increased competition in the Italian retail market.

Schema 21 will bid for 36 per cent of SME, which operates through the GS and Euromercato supermarkets, financing the deal with "new funds from the shareholders, and bank,

Some 15 per cent of SME is still owned by Iri, and a further 4 per cent by Schema 21's

## Strong demand in Europe helps lift Daf by 34%

By Haig Ilmonian,

Daf Trucks, the Netherlandsbased group rescued from bankruptcy in 1993, raised net profits 34 per cent to Fl 163.8m (\$99.8m) in 1965.

Buoyed by strong demand across most of Europe, the company predicted a further sales this year in spite of a would rise to 19,000 units.

sharp rise in spending on new products, dealers and informaion systems.

Turnover rose 27 per cent to Fl 12,89bn, while output at Daf's two plants scared more than 48 per cent to 18,656 units. The company based its optimism partly on a strong order book and sales in the first two months of this year, which led

In spite of warnings from truckmakers that demand in Europe could soften, Daf forecast the market for lorries above 6 tonnes would rise by more than 5 per cent to about 265,000 units this year. However, it said sales of heavier trucks weighing more than 15 tonnes would only grow by about 4 per cent to 179,000

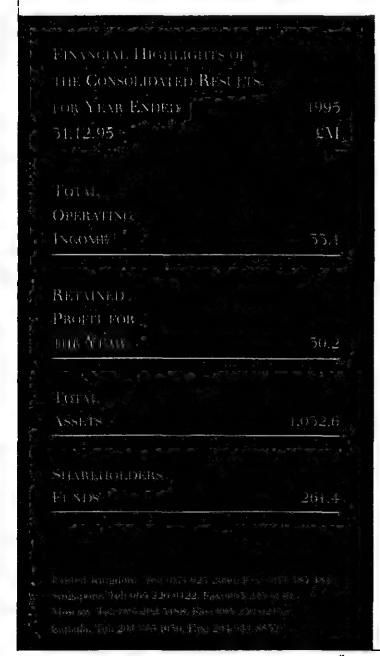
ductivity were reflected in an increase in capital expenditure, almost double at nearly Fl 170m last year. The bulk of this went on factory improvements, which helped increase the number of trucks built per employee to 3.6 last year, from

Total sales (including nearly 22 per cent to 25,701. important 11-15 tonne range.

increase its European market share for trucks of more than 6 tonnes to 8.6 per cent, from 7.4 per cent in 1994, while its share of trucks weighing more than 15 tonnes rose to 8.8 per cent from 7.8 per cent.

Daf attributed its bullish out-Total sales (including look for the current year partly vehicles built for Def by Ley- on strong sales of the new

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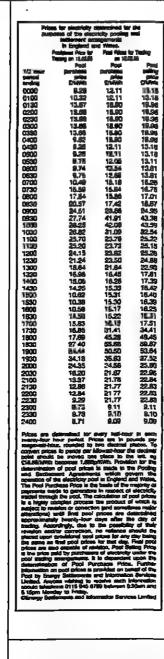
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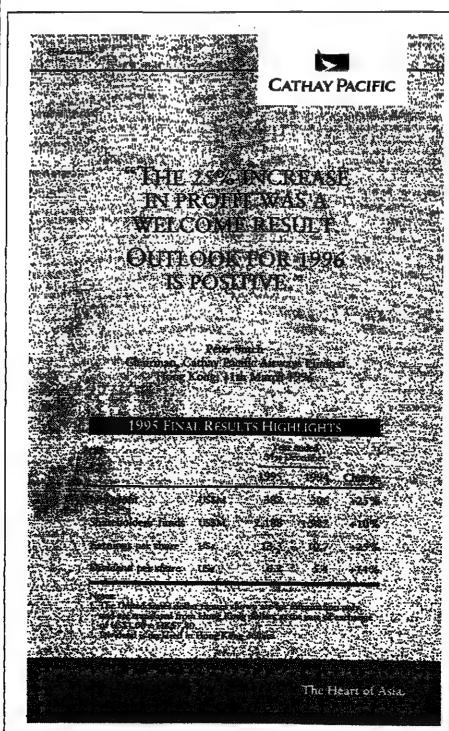
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#### INTERNATIONAL COMPANIES AND FINANCE

# Posco moves to pre-empt challenge from Hyundai

The world's most profitable steel producer faces competition from its biggest customer, reports John Burton

t its annual shareholders' meeting since the nation's crude steel production above international prices in the early today, South Korea's Pohang Iron & Steel (Posco) will formally announce record earnings for 1995.

But Posco's status as the world's most profitable steel producer could be under threat as the Hyundai industrial group, its biggest customer, seeks to build its own blast furnace.

Mr Chung Mong-koo, the new Hyundai chairman, recently vowed to press ahead with the \$10bn steel project as a new growth sector, along with aerospace, tele-communications and financial services, for Korea's second largest conglomerate.
Government officials and industry ana-

lysts worry that Hyundai's action could result in a steel production glut in Korea after 2000 and lead to a damaging price

One main reason for Posco's 119 per cent increase to a record net profit of Won840hn (\$1.07bn) for 1995 is that steel supply and demand is carefully balanced in Korea. Posco, which is Korea's only integrated steel company, is operating at full capacity

still falls short of demand by almost 10m. tonnes.

The state-controlled company is the prime source of steel for the country's expanding car, shipbuilding and electronics industries. Exports accounted for only a quarter of Posco's sales of Won8.220bn

have difficulty competing with Posco in the Korean market because transport costs and import tariffs make their products more expensive. The balanced market conditions have helped the government establish a stable

Moreover, foreign exporters normally

pricing policy on steel that protects Posco against cyclical downturns in the global steel industry. "Domestic steel prices in Korea do not necessarily move directly with international prices or domestic supply and demand due to government price con-

trols," according to Mr Park Joon-mo, of BZW Securities in Seoul. Domestic prices for Posco steel were

1990s, although they have now fallen below export prices due to the price controls.

Nonetheless, Posco has been able to maintain healthy profit margins because of extremely efficient production. In 1992, it opened a fully automated state-of-the-art steel complex at Kwangyang in southern Korea to complement its original facility at Pohang. Much of the equipment at Kwangyang was purchased at bargain prices as Posco took advantage of a recession among European suppliers.

The Kwangyang works boast the highest labour productivity of any steel mill in the world, at 1.9 man-hours a tonne of crude steel produced compared with 3 hours a tonne at other big steel mills abroad.

BZW Securities estimates that, at \$241 a

tonne, Posco's manufacturing costs for hot-rolled coil steel are 30 per cent lower than Nucor of the US, one of the world's lowest cost producers.

However, Hyundai's steel project could upset the special conditions that have

enabled Posco to report profits for the past tures in Vietnam and China that could

Hyundai wants to include steel production in its sprawling industrial empire since it is already the country's largest steel consumer through its car and ship-

building operations. It wants to construct a steel mill by 1999 that would produce up to 9m tonnes annually, with 5m tonnes consumed by Hyun-dai subsidiaries and the remainder sold to other Korean companies or exported to Asian markets.

Hyundai predicts that there will be a domestic steel shortage of 10m tonnes after 2000, which would support sales. The government, however, believes the shortfall will amount to 5m tonnes, with the added capacity provided by Hyundai con-

sequently resulting in excess capacity.

Posco has responded to Hyundai's challenge by trying to pre-empt it. Posco is expanding its current production capacity of 23m tonnes to 28m tonnes by 1998, which will make it the world's largest steelmaker. It is also setting up joint ven-

B. Summarised Group balance sheet

Share capital and share premiu

interests of minority shareholders

Total shareholders' capital and

Bonds convertible into Group

Retained surplus

in subsidiaries

equity capital

Total capital resources

Other current assets

Current liabilities

Total assets

Other long-term Habilities

-Contingency and other reserves

Investment revaluation and other reserve

Interests of shareholders of Liberty Life

Actuarial liabilities under unmatured policies

remment, municipal and utility stocks

Shares, mutual fund units and interests in

Interests of shareholders of Liberty Life

at 1 January Total consolidated surplus attributable to

Dividends for the year (cash equivalent)

and staff share incentive achemas

Release of prior year's surplus from life fund reserves resulting from change in actuarial

Subscription for shares in respect of conversion of convertible bonds, expitalisation share award

Interests of minority shareholders in subsidiaries

Interests of shareholders of Liberty Life at

shareholders for the year

deprive Hyundai of potential export mar-

The state-affiliated Korea Development Institute, which supports market reforms. is urging the government to allow more competition in the steel industry, includ-ing breaking up or privatising Posco. But officials are unlikely to heed such recom-

mendations. Instead, the government might try to stop the Hyundai project by refusing to issue licences for property purchases, mill

construction or the import of steelmaking Some analysts predict that Hyundai may decide to wait for official approval of the

steel project until early 1998, when a new administration is scheduled to take office. But Hyundai's steel project may be impractical by then, according to BZW's Mr Park. Not only would Posco have time to strengthen further its dominant position in the Korean steel industry, but Hyundai's per-tonne construction cost would be double that of Posco.

1994

Rm

1 720,8

5 507,6

7 906,1

6 895,4

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7 184,1

(483,2)

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Rm

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7 293,4

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## Increased fuel costs behind 35% decline at Napocor

By Edward Luce in Manila

The National Power Corporation (Napocor), the Philippines' largest state-owned company which is due to be privatised in the next 12 months, saw net profits tumble 35 per cent to 8.9bn pesos (\$149m) last year as a result of higher fuel prices and lower subsidies.

The company, which - with net assets valued at 150bn pesos - will be the largest privatisation in Philippine history, said the depreciation of the peso last year had increased its import bill for fuel and pushed up the cost of servicing its yen and dollardenominated debt.

Operating income (net profits before interest and related charges) reached Napocor's target of 11.6bn pesos in 1995 while operating costs were shaved from 80 per cent to 78 per cent of net revenue.

The company, which is to issue \$300m in debt on the of how to unbundle Napocor

n the subtle dealings between Hong Kong's big-

gest business groups, there

is often more to events than-

meets the eys. Thus Wednes-day's news that both the chair-

man and managing director of

Citic Pacific, the Hong Kong

arm of Beijing's main invest-

ment vehicle, are to resign

their posts as non-executive directors of Cathay Pacific,

suggested more significant

shifts than indicated by the

short accompanying statement.

Their departure marks the latest twist in the high-stakes

manoeuvring over the future of

aviation in Hong Kong, one of the most sensitive sectors

ahead of next year's handover to Chinese sovereignty. It also

raises questions about the rela-

tionship between Citic, Swire

Pacific (the conglomerate that

controls Cathay Pacific) and

CNAC, the airline arm of China's Civil Aviation Authority,

which is seeking to establish

an operation in Hong Kong.

Cathay said the departure of Mr Larry Yung, chairman of Citic Pacific, and Mr Henry

Fan, managing director, did not affect Citic's business ties

with the airline or with Swire.

The relationship is solid at all

levels," said a Cathay official, citing the replacement of

Messrs Yung and Fan by two

other Citic executives, the

maintenance of Citic's 10 per

cent stake in Cathay, and busi-

ness partnerships from bot-

tling in China to property

The tone of the joint communique issued by Mr Peter Sutch, Cathay chairman, and

Mr Yung was warm. The Citic

chief, who last year left the

board of Hongkong Telecom,

explained his resignation in

terms of the need to concen-

trate more on Citic's strategic

But on the aviation front at

least, industry observers were

not so sanguine. "Larry in par-

ticular was a beavy hitter in

Betjing," said one aviation con-

sultant, referring to Mr Yung's

connections and the fact that

his father is China's vice-presi-

dent. "He joined the Cathay

board with a lot of fanfare and

the move was seen as a strate-

gic step in securing Cathay's interests with China. So this

has got to be seen as a blow."

One securities analyst said

development.

development in Kowloon.

News that two Citic directors have

evidence of the power game in the

resigned from Cathay Pacific is

sector, reports John Ridding

restructuring and the elimination of government subsidies would be completed this year in advance of the privatisation. Napocor is the most prolific

the drop in net income," said Mr Rauf Tan, chief operating

led by a consortium of foreign companies including Merrill Lynch, the US investment bank, and N.M. Rothschild which advised the UK government on power privatisation in the 1980s.

The final blueprint on the break-up of Napocor, which will conduct its IPO domestically and abroad, had not yet been drawn up, but the company was likely to be separated into generating and transmission companies.

It was not clear whether gengration would be split up along sectoral or geographical

"All we can say for sure is that Napocor will be sold off and Philippine power rates will move to a market driven system," Mr Delgado said. "The government also intends to use the sell-off as a device to spread and popularise share

### LIBERTY LIFE ASSOCIATION OF AFRICA LIMITED

(Registration number 57/02788/06) (Incorporated in the Republic of South Africa)

AUDITED PRELIMINARY RESULTS FOR THE YEAR ENDED 31 DECEMBER 1995

Note  Net pressium income and amounty considerations  Net income from investments  Unrealised investment surpluses attributable to policyholders' interests  Total income  Claims and policyholders' benefits paid  Commissions  Management expenses  Total outgo  Excess of income over outgo  Transfers to life funds to provide for policyholders' benefits  Net toxed surplus attributable to shareholders of Liberty Life  2 & 3  Number of ordinary shares in issue (000's)  Number of ordinary shares on which net toxed surplus per shares is based (000's)		Rm 6 492,7 3 936,1 3 486,9 13 909,7 4 375,5 601,7 453,9 390,7 5 821,8 8 687,9 6 883,8 1 204,1	5 233,3 3 644,2 1 479,9 10 357,4 3 290,7 552,1 389,8 223,4 4 396,0 5 961,4 5 199,6	+34,3 +32,4
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for policyholdens' benefits  Net taxed surplus attributable to alsareholdens of Liberty Life  2 & 3  Number of ordinary slares on which net trosed surplus per slares		1204,1		+58,1
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to shareholders of Liberty Life 2 & 3  Number of ordinary shares in issue (000's)  Number of ordinary shares on which net troved surplus per share			761,8	+58,1
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	***	261 605	235 5 <del>69</del>	
2	1			
	-	(Centic)	1C-utal	
		(Cene)	(Cents)	
Net taxed surplus per		400.4	600.0	
ordinary share 2 & 3 2	1	496,4	323,3	+54,2
Dividenda per ordinary abare,	10			
cash equivalent	A PURE			
- Interim (paid 4 October 1995)		116,0	96,0	+20,8
- Pinel (payable 3 April 1996)	A STATE OF	140,0	108,0	+29,6
Total dividends	-	256,0	204,0	+25,5
C. Statement of total consolidated surplus at	مأتله وسالت	to about	diam of 1th	oto T#

- Pinal (payable 3 April 1996)		140,0	108,0	+29,6
Total dividends		256,0	204,0	+25,5
C. Statement of total consolidated surplus	attributable	to sherehol	iders of Libe	rty Life
Association of Africa Limited for the ye	ar ended 31 I	December 19	95	
	****	1995	1994	
	200	Ran	Rm	
Net taxed surplus for the year per				
income statement		1204,1	761,8	
Surpluses on shazeholders' investments				
reflected in "investment revaluation and				
other reserves"				
- Registed		175,2	61,4	
- Umondiand	1	2 197,5	23,9	
Total consolidated surplus attributable to	Belleville			
shareholders of Liberty Life for the year	-	3 576,8	847,1	
		4 Comment	and an observed	a of eachs

Residenced of comparative figures. In terms of international accounting standards adopted in 1993 by The South African Institute of Chartered Accountants relating to interests in joint ventures, Liberty Life previously proportionately consolidated the 50% shareholding in the Sun Life Group. Liberty Life's London listed subsidiary, TransAtlantic Holdings PLC disposed of its 50% interest in Sun Life Holdings PLC, which disposal was completed on 31 August 1995. Accordingly, the amount financial statements at 31 December 1994 have been restated to account for the interest in the Sun Life Group as an associated company in order to facilitate comparability. The restatement has no effect on the interests of shareholders of Liberty Life or the net toned surplus as reflected in the 1994 annual financial statements.

In terms of generally accepted accounting practice, Liberty Life equity accounts the earnings of its associated companies, being those companies in which an investment of not less than 20% of the equity share capital is held for the long term and over whose commercial and financial policies Liberty Life exercises significant influence.

Net trued surplus attributable to shareholders of Liberty Life and net trued surplus per ordinary stars are reflected, in terms of generally accepted accounting practice based on the underlying net trued surplus which includes equity accounted earnings of associated companies attributable to shareholders.

3. Additional shareholders' surplus emerging from life improvance operations and future

dividend policy in accordance with international trends to greater clarity and transparency in financial reporting for life insurance companies which impacts on Liberty Life's traditionally conservative accounting policies the net taxed surplus attributable to shareholders of Liberty Life for 1995 of RI 204,1 million has been reflected at a level 58% higher than the previous year which will constitute a new base for future years. This percentage increase in net taxed surplus is not expected to recur in future years. It is likely that greater volatility in examples will result from the new standards adopted in 1995. The increased level of surplus emanating from life insurance operations for 1995 as compared with previous years is also in response to the charged circumstances occasioned by the more realistic, though still protect, standards of the Francial Soundness Valuation.

Liberty Life's dividend policy well in future he lighted to maintain the previous previous procedured to the procedure of the previous previous procedures a compared to the previous pre

resister, unique san protect, standards of the remarks sometimes of variable.

Liberty Life's dividend policy will in future be linked to medium-term trends as opposed to the surphus emerging in any particular year and should not be unduly affected by any exceptional volatility in the disclosed level of samings in any one year. The new standard will however imply a higher dividend cover than previously prevailed although this by implication will not necessarily be a constant ratio. It is not expected that the underlying growth pattern of Liberty Life's dividend distributions in the past will be unduly affected by the new accounting basis.

In compliance with the 1995 amendments to the Actuarial Society of South Africa guideline PGN104 governing the Pinuncial Soundness Valuation, all bonus stabilisation reserves are now included in the life funds with actuarial Habilities under unmatured policies.

Net tracel surplus attributable to shareholders of Liberty Life.

Total shareholders' capital and reserves employed at 31 December \*Converted at the rate of exchange at \$1 December 1995 UKE1 = R5,67

37 December

folio of tightly held South African industrial stocks.

Total income for the period rose 34.3 per cent from R10.4bn to R13.9bn, due increased by 21 per cent from R57.6bn to R69.8bn, and bonuses paid to policyholders rose to R4.3bn from R3.2bn.

international properties group with a UK capital base of £1.7bn (\$2.58bn), had disposed of its 50 per cent interest in Sun Life for £527m, and had been renamed Liberty International Holdings and bad expanded operations to the restrictive valuation basis which previously applied, being the prescribed valuation basis in terms of the losurance Act. This additional surplus has now been validated in the Financial Soundness Valuation at 31 December 1995 and has accordingly been transferred from the life fund reserves attributable to shareholders to retained surplus.

D. Total shareholders' capital and reserves employed at 31 December 1995

sation share awards

The contingency and other reserves of R3 404,0 million are unallocated reserves held in the life funds in support of the life insurance operations. These reserves have effectively been strengthened by R716,3 million in 1995 after accounting for the transfer of R1 249,6 million from the life fund reserves to retained surplus referred to above. The increase in the life fund reserves in 1995 emanates from revaluation of investments and other life

5. Bonds convertible into Group equity capital

Convertible bonds comprise the funds raised in 1994 pursuant to the capital raising transactions undertaken by Libitie International BV, a wholly-owned subsidiary of Liberty Life and by TransAtlantic Holdings. During the year ended 31 December 1995 convertible bonds issued by Libitie International totalling \$17.8 million were converted into 772 960 ordinary shares in Liberty Life at a total issue price of R65,6 million.

The balance of the convertible bonds unless repurchased and cancelled are expected ultimately to be converted into ordinary shares of Liberty Life and TransAtlantic Holdings respectively, thereby increasing the total shareholders' capital and reserves of The Liberty Life Group which include minority shareholders' interests relating to TransAtlantic Holdings.

Group Chairman's Statement
 Further details of the activities of Liberty Life and its subsidiaries are contained in the Liberty Life Group Chairman's statement for 1995 which is being issued simultaneously

7. Capitalisation share award and right of election to receive a final cash dividend of

As previously announced in Pebruary 1996 the directors have awarded capitalisation shares to ordinary shareholders of Liberty Life who were registered in the books of the company at the close of business on Friday, 23 February 1996. Shareholders are enhitled, and will be given the opportunity, to decline the award of capitalisation shares in respect of all or any part of their shareholding and instead may elect to receive a final cash dividend to respect of the year ended 31 December 1995 of 140 cents per ordinary share.

The number of capitalisation shares to which shareholders are entitled will be determined by the ratio that 140 cents multiplied by 1,05 bears to the closing price of the company's ordinary shares on The Johannesburg Stock Exchange at the close of business on 22 March 1996 averaged with the closing prices on the three business days prior to that date ("the averaged closing price"). Accordingly shareholders who are in receipt of capitalisation shares will, based on the averaged closing price, enjoy an advantage of approximately \$50.0000 to the conditional conditions.

Documentation dealing with the capitalisation share award and a final cash dividend election was posted to shareholders on Thursday, 29 February 1996. In order to be valid, completed election forms will need to be received by the company's transfer secretaries, by no later than Friday, 22 March 1996. However, if the form of election is received by not later than Friday, 29 March 1996 and the envelope is postmarked 22 March 1996 or a date enrier than that date the Company will accept such form of election. Should such election not be timeously received, Liberty Life will automatically issue capitalisation shares to all research therebodiers concerned.

The Financial Soundness Valuation, which was adopted for the first time in the financial statements of the Liberty Life Group at 31 December 1994, revealed additional actuarial surpluses of which R1 249,6 million was attributable to shareholders. This represents shareholders' caused surpluses in prior years which did not emerge in shore years due to D Goedon (Chairman) A Rossanis (Managing director)

Johannesburg 14 March 1996

South African transfer secretaries Mercantile Registrars Limited 6th Floor, 94 President Street Johannesburg, 2001 PO Box 1053 Johannesburg, 2000

United Kingdom transfer secretaries Barclays Registrars Bourne House 34 Beckenham Road Beckenham Kent BR3 4TU

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Chung Moog-koo: vowed to press ahead

international markets later into separate entities for privathis year, said that rate tisation next year was being

> Philippine company on the international debt markets. Last year it issued a 20-year bond in Tokyo worth Y12bn. the longest maturity bond in Philippine history. "We are not worried about

> officer. "Napocor is undergoing restructuring at the moment to prepare it for sell-off, and the depreciation of the peso is something we cannot control." Mr Tan added that a gain of

fluctuation could also inflate net profits.

1.4bn pesos from the currency's appreciation in 1994 demonstrated how exchange rate

Mr Guido Delgado, chief executive, said an evaluation

Board manoeuvres Liberty Life ahead 58% buffet HK aviation

on accounting

By Mark Ashurst

changes

Liberty Life, South Africa's largest listed life assurer, has announced a 58 per cent increase to R1.204bn (\$308m) in net taxed surplus attributable to shareholders after amending its accounts to include the surplus on its life

insurance operations. The adoption of more transparent accounting procedures boosted earnings per share by 498.4 cents for calendar 1995. The dividend increased 25.5 per cent to the cash equivalent of 256 cents a share.

Mr Donny Gordon, chairman, said the 17 per cent tax on interest income on pension funds imposed in Wednesday's government budget was unlikely to bring a change in investment strategy or further forays into the equity markets. Liberty Life has a strong port-

The improved earnings reflected "an enormous appre-ciation in Liberty Life's strategic investments", but Mr Gor-dom warned the imrease in not taxed surplus was "not expec-ted to recur". He forecast greater variation in future results "because volatility will no longer be taken inside the reserves of the life fund".

improved disclosure, which they said heralded "a change of mindset", but were unsurprised by the value of the surplus. "The trading p/e ratio is down to about 24, from as high as 35 in the past. We are looking at a forward p/e of less than 26 per cent," said

largely to a R2bn increase in unrealised investment surpluses to R3.5bn. Total assets New business at Liberty Life and Charter Life, its wholly owned subsidiary, had reached a record R4bn during financial

Transatiantic Holdings, the include financial services.

Larry Yung: described as a heavy hitter in Beijing stake from 12 per cent to 10 per cent last year is evidence of a distancing in the relationship between the two companies. "There also seems to have been some weakening in Citic's standing in Beijing," he said.

Either way, this isn't good news for Cathay." Such shifts matter because of the power game developing in Hong Kong aviation. CNAC carries clout in Beijing because of its position as a CAAC sub-sidiary and is making a deter-mined push to establish itself in the colony. "They seem to be making progress on their licence application," said Mr Kaushik Shridharani, airline

analyst at UBS Securities. This worries Cathay, mainly because of CNAC's ties with the Chinese aviation authority. "How can you be player and referee at the same time?" asks Mr Rod Eddington, Cathay managing director. The fear is new routes could be awarded to a China-backed rival.

In the short term, it is Dragon Air which is likely to bear the brunt of a CNAC licence. The carrier, which has grown rapidly and which is jointly controlled by Cathay and Citic, operates on routes into China and to some regional destinations. It would be the first to confront an emerging CNAC service. The boardroom manoeuvres

at Cathay suggest Citic is signalling its priority lies with Dragon Air, and may be seek-ing to establish itself as the Chinese player in Hong Kong aviation. This would intensify its rivalry with CNAC, raising the stakes in the contest between the mainland groups. that the move by Mr Yung and Mr Fan, which followed a only one thing is clear: the sector is set for a bumpy ride.

#### INTERNATIONAL COMPANIES AND FINANCE

#### AMERICAS NEWS DIGEST

## AT&T's WorldNet service goes live

AT&T's new Internet access service, WorldNet, went live yesterday, with more than 212,000 customers signed up, lifting it to the top ranks of the world's largest direct access Internet

AT&T said it had received orders for the service at a rate of one every four seconds since it announced WorldNet at the end of February. The telecommunications company is offering 12 months free service to its 90m US telephone customers if they sign up before the end of this year. AT&T is sending software to new customers in phases, to ensure the system does not get overloaded. "We're adding customers as fast as we can while preserving quality of service," said Mr Tom Evslin, vice-president of AT&T WorldNet.

AT&T said last week that WorldNet customers would be able to access America Online, the leading online information service, at reduced cost. Louise Kehoe, San Francisco

#### Chilean oil company ahead

Empresa Nacional del Petroleo (Enap), Chile's state oll company, lifted net profits from \$101.2m in 1994 to \$116.6m last year. The profits included \$43m from the central division, also known as Enap, which operates wells in the far southern

Profits of the Petrox refinery unit were \$31.2m, while the international unit Sipetrol posted earnings of \$24.6m. Enap's two other divisions' earnings totalled \$18m.

The company produced 1.3m cu m of crude oil last year, of which 605,000 cu m came from its Magallanes division. Sipetrol, which also operates in Argentina, produced 707,000 cu m of crude oil in 1995.

#### Slow going for Apple Computer Apple Computer is unlikely to match 1995's profit in the coming year, according to Mr Gilbert Amelio, chief executive

At a news conference, Mr Amelio said "We aren't likely to do as well this year as in the last [year]."

Apple earlier reported a \$69m net loss in the first quarter of 1996 and has predicted a lower profit in the second quarter.

#### Corimon share trade halted

Venezuela's National Shares Commission (CNV) again suspended trading of troubled paints and packaging company Corimon on local stock exchanges for a further 30 days,

according to a copy of Official Gazette.

The CNV said the stock was suspended again because the company failed to present comparable financial accounts for the last quarter of 1995 and for failing to meet its commitments to commercial paper holders. The CNV first suspended Corimon shares for 30 days on February 13.

The company recently announced losses of 34.71bn bolivars (\$11.9m) for the nine months ended December 31, 1995, against a 741m bolivar loss for the corresponding period in 1994.

#### Phelps Dodge in Peruvian deal

Peruvian mining firm Cia Minera Milpo has signed an agreement with US-based Phelps Dodge to develop its Carro Lindo copper deposit in southern Peru.

Pheips Dodge, the largest copper producer in the US, and Milipo also are partners in the exploration of the Chapi copper project in the southern Andes. Milpo produces mostly lead and zinc at its underground mine in the central Andes and owns the mining rights to thousands of hectares across Peru. Its shares are considered a blue chip on the Lima exchange.

#### General Mills earnings soar

General Mills, the US food group, bounced back from its restructuring a year earlier with a big increase in third-quarter net profits from \$20.2m to \$116.3m, leaving aside discontinued restaurant operations. Sales from continuing operations rose from \$1.22bn to \$1.31bn.

Mr Steven Sanger, chairman and chief executive, said the results were driven by strong performances across the US domestic businesses, including 6 per cent volume growth, strong profit gains by Big G cereals, Betty Crocker mixes and Gold Medal, and a profit recovery in snacks. Outside the US, General Mills had volume growth of 8 per cent.

Richard Tomkins, New York

#### PepsiCo in advertising record

PepsiCo, the US soft drink manufacturer, is to spend almost £2m (\$3.05m) making a TV advertisement to launch new-look blue cans for its Pepsi, Diet Pepsi and Pepsi Max drinks, according to Marketing, the UK trade magazine. The report claims the ad, for a campaign which will run internationally. sets a record for spending on a single commercial.

Diane Summers, Marketing Correspondent

Seagram, the drinks and entertainment group, saw an & per cent drop in operating profits to \$234m in the fourth quarter, in spite of a 65 per cent rise in revenues to \$3.7bn. It also warned of lower cash flow in the period to end-June this

In the latest quarter, comparisons were affected by the acquisitions of MCA, the film and music group, and Dole

On a like-for-like basis. MCA's cash flow was down 18 per cent at \$133m. Seagram said this was due to an excep-tionally strong performance in music in the previous year, was due to continued poor and to heavy investment in contracts with new artists and

The downtorn in music was partly offset by strong results in films. Recent releases from MCA include Apollo 12, Casper and Babe. Waterworld, the enormously expensive epic being completed at the time of the MCA purchase, had done well at the box office, Seagram said, while the cost over-runs had been written off in the pre-

The wines and spirits business suffered a 16 per cent drop

trading in Europe, particularly Germany, Spain and Portugal, partly offset by strong results

Seagram registers fourth-quarter decline

from Asia-Pacific. Mr Robert Matschulatt, chief financial officer, said: "Europe was weak in wines and spirits all year, but I don't think anybody knew just how weak it was going to be. We do expect results to get better now. "The fourth quarter was the bottom, though we don't know exactly when it'll come back or

In fruit juices and mixers, cash flow was up 40 per cent at

Besides the effect of the Dole acquisition, there was a 22 per cent increase in sales of Tropi-

cana fruit juice. There had been beavy investment in expanding the business outside the US, which was expected to pay off in the cur-

rent year. Seagram is to change its year end from end-January to end-June. It warned that cash flow on a like-for-like basis was likely to be down in the fivemonth period, as a result of continued tough trading in European drinks and further the full year starting in June, the wines and spirits division

in its champagne, cognac and distribution businesses in France, according to unions, reports AFX News in Paris.

#### would produce improved results due to the restructuring programme announced last November at a cost of \$290m. Seagram plans to cut about 140 jobs out of a total of 1,400

Some 60 jobs will be lost at its Mumm and Perrier-Jouet champagne units, about 65 at Martell cognac and 15 at its Seagram France distribution unit by 1998, the sources

#### **Profits slip** at Dayton Hudson

By Richard Tomkins

Dayton Hudson, the fourthbiggest US retailer, joined ther US store groups in reporting a poor fourth quar-ter with net profits slipping

from \$279m to \$228m. However, it said cost-cutting and better gross margins should help it towards "signif-icantly higher" profits this

The company's forecast added to a ripple of cautious optimism in the stock market about the prospects of a retail-ing recovery. Dayton Hudson shares rose \$2% to \$82% in early trading, Wal-Mart Stores improved \$% at \$23%, and Kmart shares were up 5% at

Dayton Hudson has 670 Target discount warehouses. 295 Mervyn's stores and 64 traditional department stores. Its Target chain competes with the Wal-Mart and Kmart discount warehouse

The retailer's full-year profits fell from \$434m to \$311m in what Mr Bob Ulrich, chairman and chief executive, described as "a difficult year". All three of the company's store chains were hit.

Mr Ulrich said the current year would show an improvement because the company had identified cost savings

## Buy-back plan gives Monsanto shares a fillip

\$175, \$200 and \$225, with 80 per

cent of the options tied to the

Senior managers would also

be encouraged to borrow from

the company to buy "a sub-

stantial amount of stock", the

the company performed better

Industrials over the next four

than the average of the S&P

They would only benefit if

three higher prices.

group said.

#### By Maggie Liny

Shares in Monsanto, the US chemicals group, jumped yes-terday as the company announced a series of moves intended to improve share-

holder value. In morning trading the share price rose \$7%, or 5 per cent, to

It said it would resume a share buy-back plan and aimed to buy up to 8m shares. That would reduce the number of shares in issue by 7 per cent, and at yesterday's share price would cost more than \$1.2bn. The group, which has been

cultural biotechnology company under a new management team, will ask shareholders to authorise the issue of up to 850m shares, compared with the current 118m outstanding.

This would allow Monsanto "to react quickly to opportunities", the group said, or to per-mit a large stock split which would reduce the heavy share

Further, the company revamped its compensation and stock option schemes to increase incentives across the

Senior management would be given stock options which could only be triggered at

Mr Robert Shapiro, chairman and chief executive, said this would mean managers "putting a significant sum of personal money on the line alongride the substantial investment

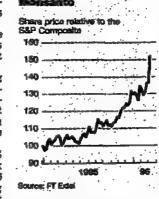
share owners have made".

targets tentatively set at \$150, They would share in the downside risk as well as any gains in the share price.

Options would also be granted to 27,000 employees who do not have them at

the group's financial performance was also being introduced, with the intention that decisions would be taken with the focus of increasing share owner wealth.

• Sears, Roebuck, the US retailer, said it would buy back up to 10m shares, or about 2.6 per cent of its outstanding common stock, over the next two years, Renter reports from Illinois. The shares would be



used for stock-based company

## Travelers broadens its horizons in financial services

#### Sandy Weill, who seems to relish his role as the outsider in US finance, talks to Richard Waters

The lunchtime bustle makes the precincts of Smith Barney feel more like a railway station than a stockbroking firm. Step outside, into the decaying streets of this uniashionable corner of New York's Tribeca district, and it feels even less like the home of one of the most powerful financial businesses in the

US. The twin towers of the World Trade Center loom some distance away, above the crumbling facades of old warehouses and low-rise tenements. Mr Sandy Weill, whose Trav-elers group owns Smith Barney, seems to relish his role as the outsider in US finance. A decade after quitting as president of American Express, he has built, from scratch, a financial group whose \$22br market value now equals that of his former employer. Rejected by the conservative east coast establishment types who once ran American Express, Mr Weili has used savvy deal-making skills and a

prodigious drive to create a financial empire of his own. With a nod to Smith Barney's marketing slogan, he points to a culture at the broking firm that seems in tune with his own values: "They're doing it the old fashioned way

- they're earning it." Mr Weill's successes - and the stresses of building what has become one of the broadest financial services groups in the US - have been amply illustrated by the events of recent

First came an agreement to buy the property/casualty insurance operations of Aetna for \$4bn.

Like the 1993 agreement to take over the Travelers insurance company, from which the group now takes its name, this was an opportunistic purcha of a weakened insurance business. Alongside GE Capital and CNA, Travelers has become one of a handful of buyers of insurance companies who have imported management techniques learnt in other branches of the financial world to this famousiv insular industry. When discussing the Aetna

very few industries that you can buy into at book value, WILLCH IS says. That has been followed though, by a setback: the partial unravelling of the investment banking division being created at Smith Barney, including the departure of Mr Robert Greenhill, the former

Morgan Stanley banker who

had become the broker's chief

now put it second only

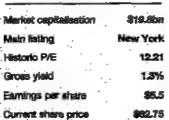
March 13, 1996

deal. Mr Weill almost allows

himself to gloat. "There are

executive. Like Merrill Lynch before it, Smith Barney has tried to use its big securities sales force as a platform for building an investment banking business. With the purchase from American Express of the Shearson Lehman retail broking operations in 1993, Smith Barney vaulted into the big league: its 10,700 retail brokers

COMPANY PROFILE **Travelers Corp** 





to Merrill's 13,800. But the underwriting and M&A deals have not followed, and internal wrangling has led to several high-level departures, including that of Mr Greenhill

When asked about the upheaval, Mr Weill chooses his words with care. "It's an interesting business to manage," he says, adding: "Sometimes these things go in fits and starts. It takes time to work things out within the constraints of how

93 " Many analysts who have fol-

lowed Mr Weill's career believe he will succeed in the end. With its powerful network for distributing securities, Smith Barney remains a strong con-Mr Weill's management team

also has a better track record of managing disparate finan-cial services businesses than many others before it, including giants like American Express and Prudential Smith Barney's return on capital last year, at nearly 25 per cent, exceeded that of Merrill Lynch. And, while accounting changes and a reorganisation make it difficult to compare the results of the Travelers insurance business with what they were before the 1993 takeover, it is at least clear that insurance profits jumped more than 30 per cent last year.

Travelers is now trying its hand at another skill that broad-based financial services groups have proved notoriously slow to master in the past – cross-selling different products to its customers.

Most of its success in this area so far has come through PFS, the network of almost 100,000 agents created to sall the term life policies of the old Primerica group. Last year. mutual funds (though not all of those were run by Smith Barney funds) and by the year end accounted for \$1.3bn of the second mortgage loans made by Commercial Credit, Travelers' consumer finance unit. Over the past year, the PFS agents have also started selling home-owner's insurance poli-

cies designed by Travelers. The next step is an attempt to sell a wider range of prod-ucts through Travelers' other big sales force, at Smith Barney. So far, that has centred around a variable annuity designed by Travelers, and Which raised \$1bn in Decamber alone.

"That's a rate of two and a half times what they [Travel-ers] were selling though their

independent agents, and it's just starting," Mr Weill adds. The Travelers chairman says his attempt to build a diverse financial services group has little in common with the "financial supermarket" idea popular a decade ago. That held that consumers of financial products, like those of groceries, would one day shop for all their loans, insurance policies

and investments in one place. The notion of a supermarket with its low profit margins and loss-leaders, is one that Mr Weill scorns, Rather, he says, each part of Travelers' business has to justify itself on its own terms. A record of selling marginal businesses and scrapping unprofitable product lines has helped convince Wall

act on this promise. So far, Travelers' growth has been purely domestic - though failed attempts early last year to buy Barings and to take a big stake in S.G. Warburg point to growing ambitions abroad. According to Mr Well, the aim was to add an international dimension to the range of investment products available to customers in the US.

Despite the failure to pull off these deals. Travelers has plenty of momentum behind it, says Mr Samuel Liss, an analyst at CS First Boston. "There's so much going on with the integration of their domestic products, and the property/casualty business. they already have their next challenge," he says.

These Bonds have been sold



## City of Copenhagen

DM 100,000,000 61/80/0 Bonds due 2006

Dai-Ichi Kangyo Bank (Deutschland) AG

**Bayerische Vereinsbank AG** 

YAMAICHI BANK (Deutschland) GmbH

Bank of Tokyo (Deutschland)

Sal. Oppenheim jr. & Cle.

Tokai Bank (Deutschland) GmbH

Trinknys & Burkhardt

Stadtsparkasse Köln

sportities

**BANOUE PARIBAS** US\$200,000,000 Undated floating rate

In occordance with the provisions of the securities notice is hereby given that for from 15 March 1996 to 17 June 1996 the securities will carry an interest rate of 5.75% per annum, interest due on 17 Jun 1996 will amount to US\$15.01 per US\$1,000 security.

Agent: Morgan Guaranty Trust Company

**JPMorgan** 

**BANQUE PARIBAS** US\$400,000,000 Undated subordinated floating rate securities In accordance with the notice is hereby given that for the interest period from 15 March 1995 to 17 June 1996 the securities will carry an interest rate of 5,625% per ansum. Interest payable valu 17 June 1996 per US\$1,000 security will amount to US\$14.69 and per US\$10,000 Security utili descent to
USN146.88.
Agent: Morgan Guaranty
Trust Company **JPMorgan** 

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Application has been made to the London Stock Exchange for the whole of the ordinary share capital of Fulmar pic issued and now being issued to be admitted to the Official List. It is expected that admission will become effective and that dealings in Ordinary Shares will commence on Copies of the listing particulars relating to Fulmar plc may be obtained during usual business hours on any weekday (Saturday and public holidays excepted) until 18th March, 1996 from the Company Announcements Office at the London Stock Exchange, London Stock Exchange Tower, Capel Court Entrance. Off Bartholomew Lone, London EC2N 1HP (for collection only)

100 Liverpool Street London EC2M 2RH

The Orion Centre 108 Beddington Lane

## APPOINTMENTS ADVERTISING

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March 15, 1996, Landon

By: Cribank, N.A. (Issuer Services), Agent Bank

CTTIBANCO

15th March 1995

Floating Rate Notes Due December 1999 (the "Notes") Nation is hereby given that the Rate of interest for the Interest Period March 15, 1996 to June 17, 1996 has been found at 3.61719% and that the interest poyable on the relevant interest Payment Date June 17, 1996, against Coupon No. 6 will be DM9.44 in respect of DM1.000 naminal of the Nates and will be DM9.440 in respect of DM10,000 naminal of the Nates.

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## Lehn & Fink acquisition buoys Reckitt

By Roderick Oram,

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Reckitt & Colman appears poised for double digit growth in earnings per share following the successful integration of Lehn & Fink, the US household products maker it bought lest year. Buying L&F brought "substance and credibility to our goal of being the world's leading supplier of household leading supplier of household products," said Mr Alan Dalby, chairman.

Encouraged by strong 1995 results reported yesterday, management comments on strategy and signals of steady dividend growth, the shares closed up 34p at 655p.

Reckitt's top three priorities were to build on its enhanced US presence, invest in emerging markets and change the

company from a collection of local businesses to an interna-tional one, stated Mr Vernon Sankey, chief executive.

It was wrong to compare Reckitt with Unilever or Procter & Gamble, he said. They competed in mass-market areas of household products such as detergents, whereas Reckitt was in higher margin niches such as specialised cleaners. Thus, Reckitt had the scale and resources to build its global business.

The first benefits from L&F showed through in the rise in pre-tax profits to £417.8m (\$640m), against £160.2m. However, 1995 figures included an exceptional profit of £132,7m on the disposal of the group's food business in the UK, partially offset by the sale of some US brands, In 1994 there were



tony Andre Vernous Sankey: group poised for double-digit earnings growth

exceptional credits of £29m but £139m of reorganisation costs. European operating profits were £113.2m (£101.9m) giving a trading margin of 14.5 per

cent (14.2 per cent). North American profits nearly doubled to £101.5m (257.2m) giving a margin of 13.2 per cent (11.6 per cent). Despite the distractions of merging

North American business, sales of L&F brands rose 10 per

Profits in Australasia and Asia rose to £64.1m (£50.5m) but fell in Africa to £20.9m (£21.3m). Latin America fell to £49.8m (£54.1m) resulting from severe economic setbacks in Mexico and Argentina.

tive to replace Lord Weinstock who is retiring later this year.

Final details of the contract remain to be agreed, and the uncertainty places Lucas, the engineering company, in an embarrassing position over whether to make an announcement about the likely change

Sir Brian Pearse, Lucas's chairman, have been in intensive negotiations in the past few days to try to resolve the outstanding issues. Yet agreement is thought unlikely before Tuesday.

## Legal & General advances 61% and looks to develop banking services

Investment Correspondent

Legal & General, the tife assurance group, is looking to develop its banking services, probably later this year. Mr David Prosser, chief executive, said yesterday the group was looking seriously at deposit-taking, although it was not interested in going into retail banking.

L&G also announced a 61 per cent rise in pre-tax profits to £271.3m (\$415m) largely thanks to a much stronger investment performance in 1995. On the basis of smoothed investment returns, its pre-tax

1995, against £228m in 1994.

already holds a banking licence, but Mr Prosser said that it had not yet been decided whether to re-hrand Fairmount to provide L&G deposit accounts, or to seek a second licence from the Bank of England.

Offering a deposit account, which could be used to hold policies that had matured, would be a "natural" and "complementary extension to the product range.
The UK life and pensions business con-

tributed £181.5m (£131.1m) to group pre-tax profits, partly reflecting the special bonus

profit would have been about £240m in to UK with profits policyholders. This 1995, against £228m in 1994.

The group's Fairmount subsidiary 37 per cent of the normal annual bonus for 1995, followed the agreement reached with the Department of Trade and Industry last November on restructuring the long-term life funds. It led to a contribution of £18m in the total £121.6m net transfer from the

fund to the profit and loss account. The group's general insurance profit grew to £42.2m (£20.6m) as a recovery in the investment markets more than offset £38m in claims for subsidence and the December freeze across its household and

commercial property books.

#### DIGEST

## Volume slowdown behind fall at Exco

The slowdown last year in trading volumes on world financial markets took its toll on Exco. Pre-tex profits at the moneybroking group plummeted from £43.5m to £18.5m (\$28m) in 1995. Profits took in exceptional charges of £4.9m following a restructuring which saw staff numbers, excluding hirings,

drop from 1,800 to 1,500. The shares rose 10p to 117p after the stock market responded positively to comments on the state of trading this year, which Exco said mirrored conditions in the first half of 1995, when volumes were relatively buoyant.

#### Yorks Food California bound

Yorkshire Food, the Bradford-based food processing group, is moving its centre of gravity to California, where it processes produce such as raisins, almonds and prunes under the Del Monte brand, following the sale of its home baking division for a total of £20m (\$31m).

Mr Mike Firth, founder and chairman, described the UK food market as tough, pointing out that the group served a world market from California. He expects to seek a US listing, probably on Nasdaq, to run alongside the UK listing, in about two years.

David Blackwell

#### Telemetrix hit by fall in US

Reduced profits at its US subsidiary hit Telemetrix, the specialised electronic components supplier, and 1995 pre-tax profits fell 9 per cent to £10.4m (\$16m).

Operating profits at GTI, the 57 per cent-owned US offshoot, fell 7 per cent to £4.7m despite a 15 per cent rise in sales to

£106.4m. This partly reflected higher than expected losses at Promptus Communications, the supplier of digital network

GTI's profits were also depressed by the £700,000 cost associated with the departure of Mr Gary Luick, president and chief executive of GTI, at the end of last year. Motoko Rich

#### S Africa float for Howden arm

Howden Group, the Scottish industrial equipment manufacturer, is seeking to float between 40 per cam 50 per cant of Howden Africa Holdings, a wholly owned South African subsidiary, on the Johannesburg stock exchange. Proceeds will be used for investment in its US operations.

## **GEC** close to signing Simpson from Lucas

By Bernard Gray and Tim Burt

The General Electric Company is close to signing Mr George Simpson, the chief executive of Lucas, as its new chief execu-

results next Tuesday. Neither GEC nor Lucas had planned to make a statement until April, when all of the contract terms would have

chairman, and Lord Prior, GEC

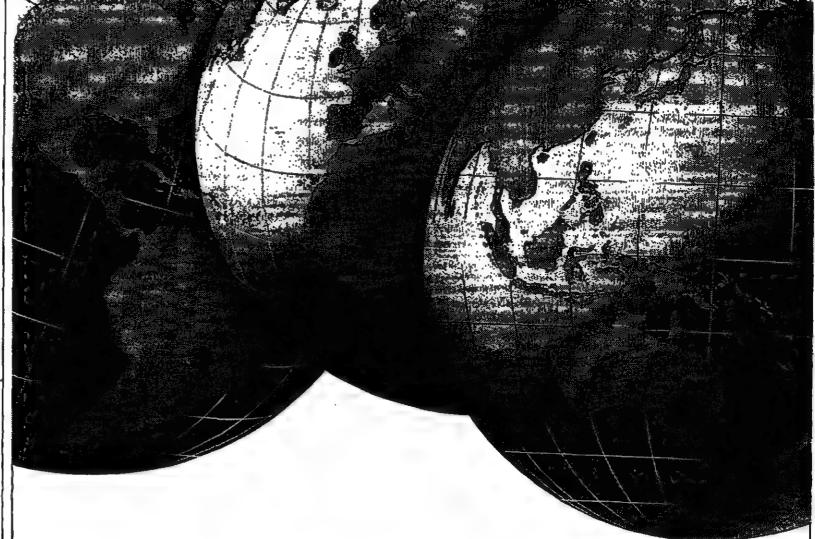
	Thomas	ar (8m)		i (Em)	9	S (4)	Current payment (n)	Dage of payment	Corresponding dividend	Time to	Total last year
Biobace Yr to Dec 31 &	3.41	(3.65)	1.51	(D.19LA)	4.821	10.85L 1		-			
Rostroen	75.1	(85 )	5.26	(4.09 )	23	(18 )	3.9	June 7	3.5	6.6	6
British Michair Yr to Dac 31	48.1	(46.5)	2.31	(3.12)	11.54	(15.47 )	7.8	May 20	F.G	9	ō
BTR Yr to Dec 31	9,778	(9,444 )	1,503♥	{1,412¥}	26†	(24.5)	0.16	April 3	8.3	18.0752	14.8%
Coats tilyette Yr to Dec 31	2,460	(2,589)	182.5♥	(105,14)	15.7	(7.B)	5.1	July 1	5	9.725	9.375
Courts Consulling Yr to Dec 31	33.7	(189)	2.394	£0 ĵ	2.52	(1 31L )	1.4	June 7	1.1	2	1.5
Davis Service Yr to Dec 31	342.9	(322.2.1	24.14	(25.4)	15.23	(16.98 )	6.27	June 10	5.83	9.35	8.5
Reckrophonolies 🌣 60 mics to Dec 31 💑	-	(-)	1.39L	(0.021.)	2452	(- )					-
Process Yr to Dec: 31	165.5	(145.1 )	8.34	(6.4)	0.9	(0.1 )	0.2	May 22	0.1	0.2	0.1
exterprise Oil Yr to Dec 31	782.9	(651.3)	101 6	(71 <b>411</b> 1	18.3	(11.7)	9.5	June 3	9.5	15	16
5000 Yr to Dec 31	207.6	(234.4 )	18.34	(43.5)	8.3	(19.3 )	6	May 31	3	9	6
Remerics of Yr to Dec 31	4.15	(3.1)	0.418	(0.407)	11	(111)	2.6	May 9		2.6	-
Proces (Ernott)	3.22	(4.15)	0.576L	0.322	6.3L	(1.9.)	nii	,	24	-	5.1
leyes Yr to Dec; 30	115.6	(109.1)	1.29	(4.16L4)	3.4	(18.21.)	ndi	-	nii	nii	3.3
enal & General	2.3140	(21.7 )	271.3	(168.6 )	39.72	722 68	16.7	Acc. 7	14.75	24/4	21.7
Legica 6 miles to Dec 31	128.9	(113.6)	9.04	(7.22)	2.8	(7.8.)	3	Apr 26	1.75	2017	6.25
taythower Yr to Dec 31	202.3	(137.5 )	7.134	(8.59A )	2.52	(3.45)	1.33	May 17	1	2	1.5
ficro Foom Yr to Dec 31	77.3	(89.9 )	6.54L	(8.72 à )	43.6L	(32)	-	Delity 17		-	1.5
Yr to Dec 31	512	(482.9 )	106.7♥	(189.3 <b>V</b> )	19.8	(35.2 )	2.8	May 15	2.5	4.	2.5
ATL CONTROL Yr to Dac 31	34.6	(30)	4.61	(4.9)	16.5	(17.6	2.8	May 14	2.8	4.8	4.7
Virtual Yr to Dec 31	110	(121.3 )	0.522LW	(2.164)	4L	(7.2)	1.5	May 10	1.25	1.5	2
making & Comments	2.353	(2.079 )	417.BV	(100.24)	76.9	(21.3 )	12.8	July 5	11.8		18.75
Serier 6 miles to Dec 31	28.4	(30.9 )	3.3♥	(3)	4.2	(3.62 )	1.79	May 7		20,15	
	43.25	(45M )	5.71	(7.516 )	7.871	(9.52	3		1.79	900	5.49
lesionnetritx Yr to Dec 31	159.8	(137.6)	10.4	(31.4 <b>9</b> )	5.3		1,45	May 24	6	4.5	9
Felevision Corp 6 mits to Dec 31	5.47	(3.8 )	2.72L	(0.278	29.4L†	(8.6 )		July 1	1.2	1.45	1.2
Infect Bisculia	3,436	(3,430 )	160.6L	(131,B )		(3.2)	nii		1.5		
latmoughs Yr to Dac 31	208.4	(179.9 1	23.7		23.9L	(16.3 )	8.3	July 1	9.8	9.8	15.3
Mood (Arthur) Yr to Dec 31	4.56	(4.D8 )	0.454	(20.1)	23.5	(20.3)	7	Apr 26	8.1	9.5	7.8
Horld of Leather Yr to Dec 31	29.2			(0.279 )	16.18	(10.24 )	B.5	Apr 27	4.25	8.5	4.25
THE RESERVE TO THE STATE OF CASE	29.2	(29.7)	0.517L	(0.537)	4.5	(4.7)	0.85	May 17	0.75	1.6	1.5
nvestment Trusts	E/A/	60		ednisio ps (Em)	en	B (p)	Comment (p)	Date of payment	Corresponding dividend	Total for	Total inst
ZW Badamaest 6 mts to Jee 31	112.7	(102 )	1.1	(0.729 )	5.48	(3.65 )	-			-	
U Burinamental Yr to Dec 31	122	(115 )	0.128	(0.088 )	0.73	(0.49 )	0.5	May 13	0.425	0.5	0.425
tending High Inc 9 mits to Jim 31	113.29	(95.7 )	1.09	(1.04 )	3.38	(3.21 )	1.150	Apr 1	1.15	0.5	4.5
&C Migh Income 8 mile to Dec 31 #	73.5	(57.1 )	0.1944	0.425	0.65	(1.41 )	1.3	Apr 19	1.2		2.5

## Rexam disposals raise £31m

Reamer has sold three non-core businesses for a total of more than £31m (\$47m), but the printing and packaging group played down the significance of the disposals, describing them as a "tidying up of peripheral businesses".

deals involves Oper, a subsidtery tickets and promotional games internationally. Rexam said it had signed a letter of intent to sell Opex to Scientific Games Holdings, a US lottery ticket maker, for £15.5m. Separately, Rexam said it had completed the sale of its

UK subsidiary Victor to MA Harma UK for £11.6m and its US unit Rexum Performance Products to Lamtee Corporation for \$6.5m.



## ₩ groupe Promodès

#### **Consolidated Results**

(in FF millions excluding per share details)	Change 95/94	1995	1994
Net sales	+ 6.2%	100,576	94,681
Earnings before interest, taxes and extraordinary items	- 6.3%	2,186	2,334
Income on ordinary activities	+ 3.9%	2,029	1,952
Net Income	+ 9.0%	1,217	3,117
Net income excluding minority interests	+13.6%	1,022	900
Earnings per share	+13.1%	FF 57.1	FF 50.5

On a comparable structure and constant exchange rate basis, sales would have risen 6.6%. The decrease in earnings before interest, taxes and extraordinary items can be attributed to new tax measures adopted in France and initiatives taken to speed our international development. The tax measures, which came into force under the new corporate tax legislation, had  ${f a}$ FF 108 million negative impact on net income excluding minority interests

Gross costr-flow stood at FF 2,642 million and the Group's long-term debt, including the issue of convertible bonds which are currently being exchanged for shares, represented 57.1% of stockholders' equity.

At the Annual General Meeting of May 21, 1996, the Board will propose a net dividend of FF 12 per share, an increase of 14.3% on last year.

PROMODES WEB SITE, http://www.promodes.fr



ITL 1,000,000,000,000 Floating rate notes due December 1998

The notes will bear interest at 9.45% per annum from 15 March 1996 to 17 June 1996. Interest payable on 17 June 1996 will amount to ITL 123,375 per ITL 5,000,000 note and ITL 1,233,750 per

TTL, 50,000,000 note. Agent: Morgan Guaranty Trust Company **JPMorgan** 

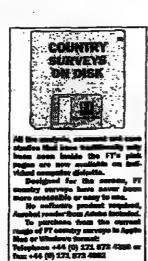


City of Stockholm US\$325,000,000 Floating rate notes 1999

Notice is hereby given that the notes will bear interest at 5.35156% per annum from 15 March 1996 to 17 June 1995. Interest payable on 17 June 1996 will amount to US\$13.97 per US\$1,000 note, US\$139.74 per US\$10,000 note and US\$1,397.35 per US\$100,000 note.

Agent: Morgan Guaranty Trust Company

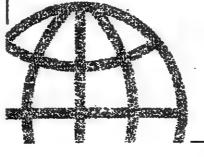
**JPMorgan** 



## Investing for value worldwide

	1995	1994	
Worldwide sales*	£9,010m	£8,280m	Up 9%
Profit before tax	£1,503m	£1,412m	Up 6%
Earnings per share <sup>†</sup>	24.9p	22.7p	∪p 10 %
Dividend per share			
Conventional equivalent	14.69p	13.50p	Up 9%
Payable as Foreign Income Dividend	16.075 p	14.80p	Up 9%

 Continuing sales including acquisitions † Fully diluted







Following the DIVIDEND DECLARATION by Ford Motor Company (U.S.) on 11 January, 1996 NOTICE is now given that the following DISTRIBUTION will become payable on or after 15 March, 1996.

Gross Distribution per unit Less 15% USA Withholding Tax

0.2625 Cents 1:4875 Canta

Claims should be lodged with the DEPOSITARY; National Westminster Bank PLC, Basement, Juno Court, 24 Prescot Street, London E1 8BB on special forms obtainable from

United Kingdom Banks and Members of the Stock Exchange should mark payment of the dividend in the appropri square on the reverse of the certificate.

All other claimants must complete the special form and present this at the above address together with the rtificate(s) for marking by the National Westminster Benk PLC. Postal applications cannot be accepted.



#### **European Investment Bank**

Portuguese Escudos 30 Billion Floating Rate Bonds due March 2005 (issued on March 15, 1995) Portuguese Escudos 30 Billion Floating Rate Bonds due March 2005 (issued on June 15, 1995) Notice to the Holders

Notice is hereby given that the Bonds will carry an Interest Rate of 7.769 % per annum for the period 15.03.1996 to 15.06.1996.

- PTE 1,958 per PTE 100,000 nominel per PTE 1,000,000 nominal
- PTE 195,821 per PTE 10,000,000 nomina PTE 979,107 per PTE 50,000,000 nominal

Luxembourg, March 15, 1996

U.S. \$200,000,000 Midland International Financial Services B.V.

arenteed Floating Rate Notes due 1929

Midland Bank plo

Notice is hereby given that for the six months Interest Period from March 15, 1996 to September 16, 1996 (185 days) the Note Rate has been determined at 5.5625% per annum. The interest payable on the relevant interest payable on September 16, 1996 will be U.S \$285.85 per U.S. \$10,000 nomina

By: The Classe Hischalton Busk, H.A. London, Agest Bank March 15, 1996

DE SER 250.000

**JPMorgan** 

Agent: Morgan Guaranty



U\$\$100,000,000

Subordinated Collared

Corporation plc evidencing entitlement to payment of principal and interest on

Hong Kong Branch

Floating Rate Depositary

Receipts due 2003 issued by

deposits with Banco di Napoli

The receipts will bear interest

1996. Interest payable on 16 September 1996 will amount to

US\$314.76 per US\$10,000 and US\$3,147.57 per US\$100,000

US\$31.48 per US\$1,000,

at 6.125% per annum from 15 March 1996 to 16 Septemb

European Investment Bank Floating Rate Notes due 2008 For the period from March 15, 1996 to September 16, 1996 the Notes will carry an Reptember 16, 1996 the rever amount with nterest rate of 5.4144% per annun with m interest amount of US \$27.96 per

is si,000, The relevant interest payment date will as September 16, 1986.

BANQUE PARIBAS

European Investment Bank Floating Rate Notes due 2001 For the period from March 15, 1986 to June 17, 1996 the Notes will carry an interest rate of 9.4655 per amoun with an interest amount of LTT 23,375 per LTT 8,000,000 and LTT 1,233,750 per LTT 80,000,000.

BANQUE PARIBAS

#### U.S. \$400,000,000 Hydro-Québec

Undated Floating Rate Notes, Series GL. Unconditionally guaranteed as to payment of principal and interest by

Province de Québec

Interest Rate

5.5625% per annum 15th March 1996 16th September 1996

interest Amount per U.S. \$10,000 Note due 16th September 1996

CS FIRST BOSTON

31/4 per cent. Convertible Bonds due 2006

of the issue by the Company to holders of its common shares of a dayldend of 100.644 shares, such dividend having been approved by a general meeting of shareholders held on 29th February, 1996, the Conversion Price of the Bunds has been adjusted from Won 18,120 to Won 17,840 pursus he provisions of the Trust Deed, effective lst January, 1996.

15th March, 1996

Dong-A Pharmaceutical Co., Ltd.

#### **COMPANY NEWS: UK**

Loss of £100.6m after charges for US and Spanish activities

## **UB** pledges return to profit

United Biscuits pledged yesterday to show a good improvement in underlying profitability this year as it reported what it called a "dreadful year" which resulted in a pre-tax loss of £100.6m (\$154m). Even before exceptional charges of £150.3m, pre-tax profits halved to £78.1m.

The exceptionals mainly reflected its costly disengage-ment from the US and Spanish markets. Departure from them

**Fleming** 

American

taken back

to US roots

Fleming American Investment

US Pavironmental Protection

Agency had formally insti-

tuted proceedings against it in a claim for the costs of

cleaning-up a polluted site in Slidell, Louisiana.

The claim dates back to 1882-1902 when Fleming American, then known as the Alabama, New Orleans and

Pacific Junction Railways

Company, operated a creosote

factory for treating railway

sleepers. The EPA has esti-mated the costs of the clean-up will be \$132m but other com-

panies are also being pursued.

Since October, when the trust announced that it was being pursued by the EPA, the shares have slid to a hefty dis-

count - 31 per cent by Wednesday night - to their

But vesterday's statement said that Kerr-McGee, another

of the companies involved

with the site, had reached a

Fleming American said it

has been in preliminary settle-

ment discussions with the

EPA. Hopes of an agreed deal

helped the shares rise 17p to

settlement with the EPA.

net asset value.

300p yesterday.

BANQUE PARIBAS

Undated subordinated

floating rate securities

provisions of the securities

interest rate of 5.625% per

annum. Interest payable va 17 June 1996 per US\$1,000

security will amount to US\$14.69 and per US\$10,000 security will amount to US\$146.88.

Agent: Morgan Guaranty Trust Company

**JPMorgan** 

City of Stockholm

Floating rate notes 1999

Notice is hereby given that the

15 March 1996 to 17 June 1996. Interest payable on 17 June 1996

US\$1,000 note, US\$139.74 per US\$10,000 note and US\$1,397.35 per US\$100,000 note.

Agent: Morgan Guaranty Trust Company

**JPMorgan** 

ent to LIS\$13.97 per

notes will bear interest at

5.35156% per annum from

US\$325,000,000

notice is hereby given that for the interest period from 15 March 1996 to 17 June 1996

In occordance with the

US\$400,000,000

was the first phase of recon-structing the group, Mr Eric Nicoli, chief executive, said. Phase two, consolidation of its position in Europe and the east Asia, was under way, and

phase three, seeking acquisi-tions and partners, would

unfold over the next few years, You'd have had to be on another planet over the past year not to be aware of the criticisms and comments about UB," Mr Colin Short, chair-

man, said. But despite the set-

backs, "the board unequivo-

The results were dragged down by severe pressure from ticularly from PepsiCo in the UK and Dutch snack markets, and a variety of other strategic and managerial problems in several subsidiaries.

"1995 was indeed a dreadful

year." Mr Nicoli said. "But some of those factors will not impact on us in 1996. The prospects for profit recovery are

New products, higher spending on advertising and marketing, further cost savings, price tribute to an improved perfor-

In the first two months of 1996, "we are...making satisfactory progress towards our objective," UB said. Proceeds from the sale of Keehler in the US had cut UB's net borrowing to £273m from £607m and its gearing to 44 per cent from 97

However the disposal had ide UB dependent on the UK for 66 per cent of its sales and 77 per cent of its profits, a sharp reversal after two

## **Higher production helps** lift Enterprise to £102m

Enterprise Oil yesterday further restored its reputation among City institutions when the oil explorer reported record Trust said yesterday that the higher profits for 1995. The announcement of an

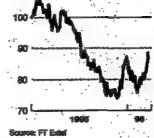
> increase in after-tax profits from £71m to £101.6m (\$155.44) on turnover of £762.9m (£651.3m), lifted Enterprise shares by 33p to 420p.
>
> They were also helped by

what appeared to be a shift in investor sentiment following the company's first results meeting with City analysts. Enterprise's decision to host

attempt to improve its stand-ing in the City following the failed 1994 bid for rival oil explorer Lasmo. Since then, Enterprise has

struggled to convince the marlong-term strategy. But analysts said those concerns were eased by yesterday's upbeat presentation combined with the results and more positive exploration prospects - particularly in Norway and Italy. Mr Graham Hearne, chair

man, said: "We move forward into 1996 with confidence tinged with some caution.
"Our caution stems from the possibility that oil



prices may weaken as the year

## Mirror seeks to raise £9m from 2p cover price rise

By Raymond Snoddy

The price of the Daily Mirror will rise next week by 2p to 30p Monday to Friday, bringing in about £9m this year for Mirror Group, excluding extra promotion costs.

This was a response to News International's decision to increase the price of The Sun by 20 to 27p on weekdays.

The increase in the cover prices of the two leading mass market tabloids reflects extra newsprint costs that are still coming through, although Mirror Group believes that pulp prices have stabilised.

The group also announced yesterday pre-tax profits of £87.2m (£84.7m) for 1995, or £77.1m after £10.1m costs for LIVE TV but before excep-

Exceptional profits of £29.6m were mainly from the sale of the stake in Donohue, the Canadian pulp and paper com-

Newspaper Publishing, publisher of The Independent in which Mirror Group has a 43 per cent stake, cut its loss to £18.9m last year. This followed a £50.8m deficit previously.

## LEX COMMENT

## Mirror Group

The Mirror Group's fascina-tion with cross-promotion is understandable. Its core tabloid newspapers have a few good years ahead of them as the cover price war and increases in newsprint costs reverse themselves. But this is a mature business. Wouldn't it be exciting if it could mimic Mr Rupert Murdoch's News International and use the tabloids' vast promotional potential to build a television empire? The Mirror has already made a promising start in tabloid TV with its quasi-local Live

to the FT-SE-A All-Share Index 120 --40 1 92

Mirror Group

TV cable channel. Though Live TV is still losing money, wacky ideas like its "news bunny" and topless darts have grabbed headlines. Linking up with a network of local newspapers - which promote Live TV and provide it with local programmes - has also underlined the advantages of cross-promotion. Local TV is a market which Mr Murdoch's BSkyB has not monopolised, and which its satellite technology is not suited to. Hence, Mirror's interest in launching further local channels, perhaps concentrating

But Mirror's ambitions extend beyond being merely a pro gramme supplier. It would like to exploit its promotional capacity by throwing the full weight of its tabloids behind cable TV and/or ITV. What, though, is the best way of making money out of this? Buying entire TV networks to capture the upside would be prohibitively expensive. Taking minority stakes, like its 20 per cent share in Scottish Television, would be cheaper; but replicating that across the country would still be pricey. Forming cross-promotional ventures without shelling out capital would be the best approach, if it can be done.

## Coats looks east for production

Coats Viyella, the textiles and engineering group, has become the latest manufacturer to cite labour costs as a reason for shifting production from western Europe and North America to low-wage economies in Asia

and eastern Europe.

The group, which yesterday reported underlying pre-tax profits down 6.4 per cent at £142.6m (\$218m) said it was launching a restructuring programme which would accelerate the move to offshore textile production and sourcing. It will make a £50m provision.

The group declined to say how many jobs would go or what proportion of production would move out of western

Europe and North America. It also will reorganise its European thread operations and invest in technology to improve productivity.

Mr Neville Bain, chief executive, expected the restructuring to deliver savings of £10m in 1996, £25m in 1997 and £35m per year thereafter. The shake-up follows a diffi-

cult year when raw material price rises, particularly in India, unusual weather conditions and the weak housing market in the UK hit profits. After exceptionals in both

years relating to disposals of businesses and property, pretax profits rose from £105.1m to £162.5m, largely because a provision taken in 1994 was released in 1995.

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on +44 (0)171 873 3211 Fax: +44 (0)171 873 3098

U.S. \$285,85

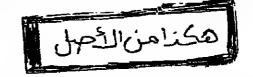
Dong-A Pharmaceutical Co., Ltd.

U.S. \$25,000,000

NOTICE IS HEREBY GIVEN to the holders of the Bonds that, as a resu

Investments Limited The interim report of the above company for the half-year ended 31 December 1995 will be posted to shareholders on or about 22 March 1996 Copies are available Bardays Registrars, Bourne House, 34 Beckenham Road, kaninam, Kent BR3 4TU.

Zambia Copper



#### COMMODITIES AND AGRICULTURE

MARKET REPORT

1ARCH 15 1996

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## Copper market sentiment dented as cash price falls

Slumping cash COPPER values on the London Metal Exchange knocked forward prices lower yesterday and gave bullish sentiment a severe dent.

The three months delivery price finished the after hours "kerb" trading session at \$2,536 a tonne, down \$30 from

Wednesday.
The cash/three months premium, or "backwardation", narrowed at one point to around \$7 three month values late in the day, down sharply from \$22 on Wednesday. But it moved out again to to \$16.

"There was a lot of lending on everything from cash to threes to much further for-ward," said one LME trader. "The break back below [support at] \$2,550 makes this market look horrible again.".

Several traders linked weakness in cash copper values to cash-raising in the run up to the end of the Japanese financial year. If spreads slipped into contango - the opposite of backwardation, where nearby prices are at a discount to forwards, three month futures could fall sharply, they added. Chart watchers said first resistance was at \$2,550/55 a Below \$2,500 the 1995 low of \$2,440 was being kept sharply in focus

Physical traders said demand in Europe appeared to have recovered slightly from extreme weakness in February and March, but consumers were still buying only on a hand-to-mouth basis.

ZINC prices suffered another bought of selling and profit-taking following the recent surprise move higher. The three months price finished the day at \$1,091 a tonne, down

"A break back below \$1,080 could see this market back within its old ranges," said one

Three months ALUMINIUM fell only \$3 to \$1,633, with steady buying noted through-out the afternoon, Forward buying interest was also supporting the front end of the market, traders said.

NICKEL fell \$100 to \$8,040 a tonne for three months delivery, pressured by weakness in copper and slow physical offtake. Traders said steel mills in Europe were seeing some signs of a pick-up in orders, but the

nickel markets for some time. Three months LEAD edged back \$6 to \$783, while nearby spreads remained firm. Stocks held by producers, consumers and on the LME were still critically low, and sharply higher prices could be seen by the end of the year, physical traders

The precious metals dipped slightly after lower-than-expec-ted US inflation figures were announced, but volume remained thin, dealers said. "There was a bit of selling

after the figure, but overall

this has been a very, very quiet day," one said. GOLD closed in London at 2396.10 a troy ounce, down 65 cents on the day. At the London Commodity Exchange robusta COFFEE futures ended firm after a choppy session but were below the day's highs after short-covering ran into

overhead producer selling. Traders said prices managed to claw back early losses and notch up some gains after New York coffee futures rallied in early trade to three-week highs on speculative buying. Compiled from Reuters

## Debt weighs down Peru's sugar industry

Sally Bowen on a decline that has been blamed on misguided agrarian reforms

The long, tree-lined drive, the colonial-style church and wooden-balconied buildings set around a shady square recall the prosperous hevdays when Casa Grande was Peru's showpiece sugar hacienda. On closer inspection, however, all is revealed as grubby, poorlymaintained and down-at-heel. The discipline imposed by its German founders, the Gilde-meister family, has long since

vanished. According to received wisdom, Peru's sugar industry plunged into crisis following the so-called agrarian "reform" under the left-wing military government of General Juan Velasco Alvarado, when great haciendas were expropriated and handed over to the work-

The figures would seem to bear out that interpretation. Having reached well over 1m tonnes in the 1950s and 1960s, production started to decline after 1968. By 1980, national output was down to 535,000 tonnes; in 1993 it dropped below 400,000 tonnes.

"It's very easy to blame it all on the workers," says Mr Jorge Vejarano, Casa Grande's general manager, who has 17 years private sector experience in

A decree law published on Wednesday in Peru's official gazette gives sugar co-operatives 90 days to decide on their future. The government is offering them three options to settle long-standing debts with the tax authorities and the state social security and pension

Co-operatives that pay up in cash will receive a 60 per cent reduction on their debts. Alternatively, with a cash payment of 20 per cent, the debt may be paid off over a six-year period with

the Brazilian sugar industry. The fact is that Peru's sugar haciendas have always been exploited for economic and political ends, first by the powerful families which owned them, then by successive governments."

Mr Vejarano argues that the debts Peru's 12 co-operatives have run up with the state in unpaid taxes and social secu-rity contributions - now totalling some \$200m - result from previous governments' policies. Sugar prices were officially pegged and taxes often collected in advance. As a result, the co-operatives suffered severe decapitalisation.

Productivity has plummeted. Casa Grande produces less than 100 tonnes of cane per hectare; it has at present some tion out of a total of 30,000. The

24 months' grace.

The third option - probably the only one available to the cash-strapped co-operatives involves capitalisation of their debts via the issue of new shares. If co-operatives choose to become limited

companies in this manner, they will benefit from a 70 per cent reduction in their debts with the state. Several groups of private investors are believed to be poised to buy into the decapitalked buringses.

management estimates imme- able." says Mr Ricardo Gonzdiate investment requirements at around \$35m to improve productivity in both the mill and the cane fields. That investment, says Mr Vejarano, would push annual sales up from about \$45m to \$70m-plus.

ubstantial increases in productivity are clearly no pipe-dream. The irri-gated valleys of Peru's northern coastal desert are ideal for sugar cane. Farmers cut every eighteen months, with benchmark yields of 180 tonnes a hectare. Peruvian cane boasts an unusually high sucrose content of around 13.5 per cent, compared with 9 per cent in

And small farmers in the valleys of La Libertad are turning back to planting cane.
"It's more reliable and profit-

alez, who recently pulled out the asparagus beds that used to account for half his 40 hectares, replacing them with cane. "Peru doesn't have the infrastructure for modern agro-industry. But we do have facili-

ties for milling sugar and a ready domestic market." Gonzalez is harvesting over 240 tonnes a hectare. Like hundreds of other small producers, he takes his cane for milling to the sugar co-operatives. For the service, Casa Grande retains 38 per cent of the raw sugar produced,

The mini-boom among small private farmers is helping the co-operatives to keep their mills running. Almost 40 per cent of all the sugar processed at Casa Grande comes from independent growers.

Other efforts to increase efficiency are being frustrated by the co-operatives' dire financial position. Casa Grande was recently unable to take up a Brazilian loan offer when the Peruvian government, not surprisingly, refused to guarantee its repayment. Only the Tuman co-operative, recognised as the most efficient of the twelve, has access to limited credit lines through a local

The remainder are in the survival business. Far greater than their debts to the state are pensions and social security payments due to retired worker-associates. New legisla tion, it seems certain, will oblige the co-operatives to transform themselves into limited companies, settle their debts and - it is assumed - sell out at least in part to new private sector owners.

Sugar co-operative managers seem resigned, if regretful "I'd like to find an alterna-tive to make the associative model work: the co-operatives at least recognise the dignity of the worker in an industry where conditions are often subhuman." says Mr Vejarano. "But if it's impossible, I'll be the first to tell the workers we have to change the model."

## Hudson Bay's Flin Flon zinc complex under renewed threat as operating losses mount up

By Kenneth Gooding, Mining Correspondent

The Hudson Bay Mining & Smelting operations at Flin Flon in Manitoba are once again under threat of closure after suffering operating losses totalling US\$35m in the past

The HBMS metallurgical complex is the biggest employer in the region, with 2.500 people directly employed, and produces about 8 per cent of North America's zinc, as

COMMODITIES PRICES

Mr Tony Lea, an executive director of Minorco, the Lux-smbourg-quoted offshore oper-Nevertheless, the mines supplied to the first two months of 1996. ating arm of the Anglo American Corporation of South Africa, which owns HBMS. said yesterday a major review was under way "to see how we might reduce costs and if we should persist with Hudson

He said that he would be astonished if the review suggested immediate closure. particularly as Minorco believed the prospects for zinc metal were good and the busi-

> Precious Metals continued ■ GOLD COMEX (100 Troy cz.; \$/troy cz.)

> > -12 4011 399.2 2,298 49,818 -12 403.2 401.9 271 13,253 -12 - 206 4,667 -12 408.3 408.6 491 14,995

-1.2 408.3 408.6

139.85 -2.45 144.00 142.00 19 149.35 -2.45 142.00 139.85 35 141.85 -2.45 - 210 142.95 -2.45 - 11

# SELVER COMEX (5,000 Troy oz.; Cents/troy oz.)

**ENERGY** 

-3.8 599.0 564.0 187 444 -3.5 563.5 557.0 20.032 53,759 -4.2 587.0 561.0 1,892 13,150 -4.9 571.0 563.0 176 10,936 -5.4 678.0 572.0 168 7,544

31,033 53,7. 1 1,692 13,75. 176 10,938 168 7,544 22 2,75°

Sett Day's

Nevertheless, the mines supplying the smelter with raw material would run out of ore in 2004 at the present rate of

Minorco was spending \$10m a year on exploration of the surrounding area, he said, using the most up-to-date aeromagnetic survey techniques We need to identify in the next three years a large, longlife, low grade zinc-copper deposit to ensure Hudson Bay's future," he added.

While some small, high-grade deposits had been found in the past, the results of the latest exploration results had been "disappointing".

Minorco would continue exploration spending at a high level for another three years but, if by the end of that time it had not found a big deposit, HRMS would become a "twilight operation" and close in

The group took over HBMS in August 1992 from Inspiration Resources, another Minorco subsidiary. Minorco

has about \$250m invested in HBMS fixed assets, including \$180m spent since then on a modernisation programme pri-marily designed to improve the environmental performance. Canada's federal government provided a C\$25m loan towards this scheme and the provincial

Mr Lea said HBMS this year is scheduled to produce 85,000 tonnes of zinc and 40,000 tonnes of copper from its own mines plus 20,000 tonnes of copper from bought-in raw

government one of C\$55m.

#### BP may sell N Sea interests

By David Lescelles

British Petroleum may sell its interests in four North Sea fields, Beatrice, Buchan, Clyde and Thistle. The four belong to a group of

mature fields whose lives BP has been working to extend. Although their performance has been enhanced, BP says they are disadvantaged when competing with other BP fields in the North Sea for assets and management time.

It says fields' lives could extend well into the next century. They produce 59,000 barrels a day, of which BP's share is about half.

#### Porgera to miss gold target

By Nikki Tait in Sydney

Partners in the large Porgera gold mine in Papua New Guinea yesterday confirmed that output in 1996 is unlikely to top 940,000 troy ounces of gold. They had previously been hoping for 1.1m ounces, but warned last month that technical mining problems would probably lead to this figure being reduced by 15 per cent.

Guinea government.

mining offshoot of Britain's Hanson group, and Rosemount Estates, the Australian winery, over a new A\$370m mine in New South Wales's Hunter Valley region, took a new twist yesterday, with the state government saying it would appeal against a land and environment court decision that blocked the mine's development earlier this month.

The state government said that the appeal confirmed the government's commitment to providing certainty for major projects in the state. Rosemount, which has vineyards close to the mine site, is concerned about the environmen-

#### BASE METALS LONDON METAL EXCHANGE

III ALLINEMIUM, 99.7 PURITY & per limit 1638-39 1644-45 1644/1633 Close Previous High/low AM Official 1608.5-9.5 1614.5-6.5 Open Int. 45,010 THE ALLUMINOUS ALLOY & per tonn Previous High/low AM Official 1855-60 1401-6 Open int. Total delily tumover ELEAD & per toone) 767-88 791-91.5 799/753 767-59 755-4 811.5-13.5 908 811-12 High/low AM OWNIN

Kerb close Open int. Total daily turnover M NICKEL (5 per tonne) 8080-90 8155-60 7980-90 8058-60 High/low AM Official 41,252 8,219 TIM (5 per tonne)

Cress
Previous
High/low
AM Official
Kerb close
Open Int.
Total daily turnover 8085-105 6100-5 6095-90 M110-15 4,171 M ZINC, special high grade (\$ per 1093-94 1117-18 1072-73 Apprious
Applious
AM Official
Kerb close
Open Int.
Total daily surnover 1097.5-8.5 71,768 M COPPER, grade A & per tonne 2553.5-5.5 2593-5 2578/2575 2549-44

Spot: 1.5235 3 miles: 1.5211 6 miles: 1.5188 9 miles; 1.5168 HIGH GRADE COPPER (COMEX) -1.75 119.55 117.80 858 3.908 -1.95 118.70 117.80 647 2.170 -7.65 118.80 115.70 4.575 20.455 -1.15 115.60 115.80 15.80 -0.80 115.70 114.25 287 4.944 -0.45 113.20 112.50 114 2.837 6,510 43,389 118.35 -1.75 119.55 117.60 117.70 -1.95 118.70 117.60

PRECIOUS METALS E LONDON BULLION MARKET (Prices supplied by N M Rothschild)

\$ price 395.90-396.30 396.40-396.80 259,874 470,131 259,446 469,419 396.10 395.50 398.50-396.90 395.20-395.60 lous close 396.60-396.90

Loco Ldn Mean Gold Lending Rates (Vs USS) z month 2 months Silver Fix 558.60 564.80 Spot 379.95 3 months 571.15 583.50 375.65 384.90 5 mores

**Gold Coins** 

\$ price 395-398 406.65-409.20

£ equiv.

61-63

NYMEX (42,000 US gails., c/US gails.) 58.80 -0.04 60.15 58.35 58.15 -0.06 58.45 57.80 56.60 +0.04 56.70 56.30 54.85 +0.09 54.85 64.85

**GRAINS AND OIL SEEDS** WHEAT I CE (E per love)

Sett Day's Open price change High Line Yol int 115.75 - 116.50 116.25 25 124 118.66 - 119.00 118.40 78 3.363 19 698 - 225 11 1,485 - 392 134 8,382 121.00 +0.05 121.00 120.75 109.50 111.16 +0.16 111.15 111.00 927 6,383 8 309

397.76 +2.76 402.00 398.00 3.805 8.548 390.25 +1.00 394.75 389.25 37,377 200,887 397.76 - 384.00 379.00 12,756 124,831 381.75 +1.00 332.50 330.00 2,374 3,889 317.50 +1.25 319.00 318.00 9.204 89,231 +1.00 324.00 322.60 195 7.548 105.65 108.00 109.80

BE CRUDE OIL NYMEX (42,000 US galls. \$/borrel) +0.22 20.80 20.30 65,168 58,702 +0.01 19,70 19.40 40,550 87,499 -0.06 18,98 18,76 20,499 50,827 -0.07 18,55 18,36 9,942 43,257 -0.08 17,98 17,88 6,993 19,076 ■ CRUDE OF IPE S/barrel TB.85 8,168 17,411

HEATING OIL NYMEX (42,000 US galls.; cAUS galls.) -0.29 54.85 53.50 -0.46 51.70 50.80 -0.35 50.10 49.80 -0.10 49.80 49.10 53.50 16,491 24,146 50.80 7,332 17,478 49.60 4,365 11,863 1,277 906 382 46,586

I GUS OIL PE E/DOS 166.75 -225 158.00 165.50 5,430 21,363 159.00 -1.50 169.00 158.50 2,777 11,101 155.75 -7.25 156.00 155.00 836 8,984 154.00 -1.26 154.25 153.50 154.00 -0.75 154.25 153.50 154.25 -0.76 154.50 154.50

M MÁIZE CET (5,000 bu mín; cents/66tb bushel)

BARLEY LCE (£ per tonne)

737.00 -0.75 744.50 736.00 5.310 50.106 737.22 -0.75 744.50 736.50 665 6.440 729.50 +1.25 736.50 731.00 228 3.569 729.00 +2.78 732.50 739.00 3.678 54.981

2,777 11,101 836 8,384 84 4,908 136 4,009 40 1,647

2,270 +0,030 2,290 2,200 20,862 24,459 2,180 +0,013 2,170 2,110 7,783 23,276 2.040 -0.002 2.050 2.020 2.236 15.953 1.980 -0.002 1.990 1970 1.281 13.300 1.985 +0.005 1.980 1.948 1.821 12.842 1.820 -0.005 1.930 1.915 735 94.79 735 9,479 36,836 148,850

61.80 +0.19 62.20 50.80 19.470 29.584 61.25 +0.07 61.50 80.40 15.633 23.445 59:35 7:270 8,972 57:80 2:553 7:074 56:30 1:510 3:591

M WHEAT CST (5.000bu min; cants/60b bushel)

-2.1 416.7 412.5 :2.887 11.837 -3.2 :418.0 418.0 489 7.544 -3.1 419.5 419.6 20 1.891 -9.0 489.0 434.0 75 752 -3.0 - 200 202 7,507 29,050 R PALLADIUM NYMEX (100 Troy 62; \$/troy 62.)

720.50 -0.75 726.75 720.00 3,283 1,968 729.50 -0.75 737.00 728.50 22,292 70,458

35,803 193,279 24 10 +0.24 24.20 24.00 3.012 2.372 24.43 +0.25 24.58 24.36 7,620 37,583 24.80 +0.25 24.92 24.72 2.310 26,759 24.96 +0.26 25,00 24.90 4.35 7,077 25.15 +0.27 25.18 25.08 355 4.882 E SOYABEAN WEAL CET (100 tons: Mon) - 120.0 228.0 2.918 2.036 -1.2 234.4 231.0 5,830 38.157 -1.3 257.6 234.3 2.241 24,004 -0.8 237.5 236.0 280 5.079 -0.5 236.5 236.1 27 3,449 -0.3 233.0 232.0 24 2,957

III POTATORS LOS (E/come) # FREIGHT (BIFFE) LCE (\$11/more point) +12 +25 +17 +15 +21

All futures data supplied by CMS.

Wool
The main Australien market indicator closed just 2 cents lower than a week ago, at 570 cents a kg. New Zaoland's overall indicator was 3 cents down, at 506 cents. These small changes underline a widespread view that the main decline in the market this season may be over, but that there is not much chance of a significant price recovery. Stability at low levels is related to some degree of textile recession and overstocking in the developed world, and title prospect of a lead from China, the leading world buyer of internationally traded wool, in the main consuming countries, including the UK, braders are finding that deliveries of old orders are going out well, but over capacity in processing means that any new orders are very competitively priced.

917 939 963 972 91.7 938 955 973 ■ COCOA CSCE (10 tonnes; \$/tonnes) 1205 1196 39 1255 1205 8.732 1246 1231 2,074 1273 1256 456 1309 1280 251 1325 1325 10 1205 1220 1245 1266 1307 1333 1196 39 94 1205 8,732 37,803 1231 2,074 11,588 1256 459 12,071 1280 251 11,555 1325 16 7,539 9,606 92,666

+20 2080 #8 7905 #5 1835 #5 1805 +1 1775 ~5 1788 2005 261 1855 2,142 1795 863 1772 317 1786 37 1735 158 37 1,889 158 655 3,923 25,936 721.70 +2.85 122.50 120.00

Mar-Mary Jul Sep Dec Mar-Total 117.75 +305 118.75 178.55 6.754 118.45 +300 117.25 115.25 954 115.50 +2.80 116.00 114.50 189 114.00 +2.55 115.75 114.00 184 114.50 +2.75 116.00 114.50 E COFFEE (ICO) (US cents/pound)

385.0 =22 385.0 182.2 574 13,078 383.5 +1,7 384.5 360.5 401 7,140 289.1 +1,3 329.5 328.0 150 4,840 320.1 +1,9 328.1 318.2 30 2,577 373.2 +1,6 373.5 373.3 15 745 308.6 -0.2 811.5 317.0 11 558 SUGAR \*111 CSCS (112,000000; cente/fos) 12.23 +0.07 12.32 12.16 8.491 65.588 10.98 -0.02 11.04 10.95 4.846 33.311 10.62 - 10.85 10.59 551 27.905 10.34 +0.02 10.32 646 14.567 10.25 +0.02 10.27 10.22 222 4.083 10.09 +0.02 10.09 10.08 100 1.607 14.895 154.784

85.20 +1.80 85.35 83.75 3,755 21.407 85.88 +1.63 86.00 84.60 1,365 11.574 82.30 +1.07 82.90 81.30 172 2,534 80.37 +0.92 80.39 79.75 1,205 174,0 80.18 -1.02 81.05 80.50 175 1,840 80.60 -0.15 80.55 80.85 14 787 8,707 57,534 M ORANGE JUICE NYCE (15,000bec cents/lie) 135.40 +2-15 134.00 120.00 1.005 16.712

Open Interest and Volume data shown for contracts traded on COMEX, NYMEX, CBT, NYCE, CME and CSCE are one day in arrears. INDICES REUTERS (Base: 18/9/31-100)

Mar 14 Mar 15 month ago year ago 2134.2 2135.6 2153.0 2326.5 CRB Futures (Base; 1967=100) Mar 13 Mar 12 mosth ago 247.32 246.89 250.58 © 0901 Spot (Danie 1970=100)

MEAT AND LIVESTOCK ILLIVE CATTLE CIME (40,000 to cents/four

48,600 -0,600 48,300 48,300 3,437 11,592 52,875 -1,000 52,875 52,625 3,715 13,948 60,350 -0,525 50,875 60,150 572 3,394 48,350 -0,400 48,750 48,250 341 4,235 46,650 -0,125 45,350 44,960 174 2,884 45.125 -0.225 45.600 48.150

88.500 -2.000 69.900 68.500 314 661 67.425 -2.000 69.200 67.425 2.513 6.065 64.100 -2.000 63.675 64.100 596 2.469 60.200 -2.000 62.300 60.200 82 709 60.826 -1.875 62.650 62.000 9 57 3.511 10.367 LONDON TRADED OPTIONS

IN COPPER LCE

LONDON SPOT MARKETS CRUDE OIL FOB (per barrel)

\$19.45-9.47 \$19.00-9.02 \$20.69-0.73w Brent Blend (Apr) W.T,L ■ OIL PRODUCTS NW prompt delivery CIF (tonne) \$185-187 \$106-108 Jet fuel \$209-211 \$185-187 E OTHER Gold (per troy oz) Silver (per troy oz) Platinum (per troy oz.) 558 50c \$411.26 \$139.00 Patadium (per troy oz.) 122.0c 41.75c

Lend (US prod.) Tin (Kusia Lumpur) Tin (New York) 179,38p 140,41p Cattle (live weight)† Pigs (live weight)† Lon. day sugar (raw) Lon. day sugar (wte) 113.25 Berley (Eng. feed) Maize (US No3 Yellow Unq. Wheat (US Dark North) Rubber (Apr)♥ 105.50p 9.50 Coconut OI (Phil)§ \$727.5v Palm Oil (Mekry.)§ Copra (Phil)§ 462.0 207.0

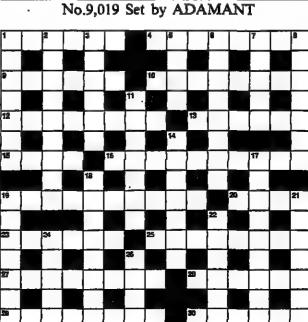
Wooltops (64s Super) © per tonne unique otherwise stated, is pence/kg, c.cents/ft r mgg/Mg, m. Mataystan cental/sp, w. Apr. v. Appfilary London Physical, S. C.F. Potterdam, B. Buttern market close is Sneep Like weight prices). "Change on week (Prices ar

The partners include Highlands Gold, part of Australia's MIM group; the newly-created Goldfields group; Placer Pacific; and the Papua New

The long-running fight

between Peabody, the coal tal impact. JOTTER PAD

### CROSSWORD



1 Extra money for coming back 4 Given a detour at the centre. but find the main way (8)

9 Forcefulness leads green movement to sticky end (6) 10 Instrument for putting jodine and nitrogen into drink (8)

12 Dine out on story told with all 13 In olden times you had the best performer outside, one for distance race (6)

leaders are wrong (4) 16 Can delivery disallowed in cricket accommodate new lethal projectile? (10) 19 Notes on Tosca maybe including four for the workers (10)
20 The advantage lay in their high-powered getaway car (4) 23 Passionate over rubbish being

ple off about an hour after 27 Gives post to a junior MP one not disposed to the centre 28 Epic improvisation by

25 The Central Line will put peo-

English choir (6) 29 Put in peril by exploding grenade, packed with nitrogen 30 Not as much ease, it's said,

for a tenant (6) 1 Exact recipes can be dodgy (7) 2 Go through the green? (9) 3 Bars arranged to sing (6)

the same of the sa

things go round! (4)

(8) 7 In any case there's no upset (5)8 Delight, then confuse the artist on the left (7)

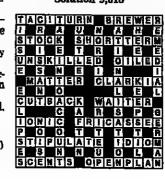
11 Without one, it can't become

15 Extremist views in Labour 18 Wise men, the agents got new expert on tricks (8)

19 Indignation is not in fashion 21 It's a pain, having to listen to

each variation (7)

22 Admit to having fathered French unit in current use (6) 24 Quick foray to secure central parking place (5) 26 Square, yet somehow spot on the face (4) Solution 9,018



#### INTERNATIONAL CAPITAL MARKETS

## US Treasuries post gains on bullish economic data

By Samer Iskandar in London and Lisa Branston in New York

yesterday morning, ignoring the Bundesbank's decision to keep its discount and Lombard rates unchanged at 3 per cent and 5 per cent respectively.

which had been anticipated. In the afternoon, yields fell in all the main markets, after the release of relatively encouraging data from the US. European markets are expected to remain cheerful in coming weeks, with a rate cut widely anticipated in Germany and, possibly, another cut in

Economists at HSBC Markets believe the three rate cuts since December were "an inadequate response to the alarming weakening in the UK economy", and expect interest rates to reach 5 per cent before the year-end, a full percentage point below their current level.

■ US Treasury prices posted modest gains in early trading as data showing that inflationary pressures remain in check was offset by figures indicating

declining unemployment. Near midday, the benchmark 30-year Treasury was 12 higher at 91 % to yield 6.658. At the short end the two-year note was a stronger at 98% to yield

5.705 per cent. Fears that strong jobs growth would bring about a re-emergence of inflationary pressures were eased by the 0.2 per cent decrease in February's producer price index. Excluding the volatile food and energy components the PPI was up 0.1 per cent, according to the Commerce department. Both figures were weaker than

most economists had forecast. But bonds failed to rally as stronger-than-expected weekly employment figures reignited jitters about the strength of the economy brought on by last week's surprisingly strong data on non-farm job growth.

ployment benefits fell by 10,000 last week bringing the fourweek moving average to 364,000, the Labor department

Economists from Donaldson. Lufkin & Jenrette said that while yesterday's figures "jeopardise the perception of a slug-gish labour market . . . the cate the same robust strength that was portrayed in the recent payroll employment

report". The dollar provided some support as it posted modest gains against the Japanese yen

and the D-Mark. In early trad-

#### GOVERNMENT BONDS

ing, it was changing hands for Y105.47 and DM1.4730 compared with Y105.15 and DM1.4708 late on Wednesday.

■ German bunds shrugged off the Bundesbank's decision to leave its key interest rates unchanged after yesterday's meeting of its monetary policy Council. But later in the day, when a stronger US Treasury market pulled all European bonds up, bunds benefited most Liffe's June future on 10year bunds closed at 95.64, up ).38. Expectations are rising that there will be a rate cut at the next Bundesbank meeting.

on March 28. This view is reinforced by bullish fundamentals. With increasing signs of "serious disinflation and the spending cap (recently announced by the German finance minister), a rate cut seems to be the only policy instrument laft" to stimulate the economy, said Mr David Brown, chief international economist at Bear Stearns. He expects the rate of underlying inflation to be well below the German central bank's long-term target of

awaiting the release of money supply data, due just before the next fortnightly meeting of the Bundesbank's Council. Mr Brown forecasts that the M3 monetary aggregate will have grown by 6.9 per cent in February, just inside the 4 to 7 per cent range targeted by the

■ UK gilts closed higher, in line with other European bond markets. Liffe's June gilt future settled at 105%, up \$\frac{1}{2}\$. However, the yield curve remains very steep, according to market observers.

Fixed income analysts at Merrill Lynch point to the spread between 10- and 20-year maturities, which is close to 20 basis points, and compare it with the similar spread on bunds, which stands at around

70 basis points. Their conclusion is that fundamentals indicate that the 20-year gilt should have a greater yield premium". Therefore, they "expect this spread to widen from its current level". However, Mr Steven Andrew at Merrill Lynch does not see this spread matching its European counterparts in the near future.

French OATs underperformed other European bonds, as traders were made nervous by the apparent fragility of the French franc against other currencies. Matif's March notional future closed at 120.90, up 0.08. However, the June maturity, which is about to become the benchmark contract, settled at 120.52, down 0.02. In the cash market, the 10-year spread over bunds widened by 4 basis points to 21.

■ Spanish bonds also banefited from yesterday's bullish mood, as traders remained confident that inflation is under control. The March 10-year bonos future settled at 93.96,

## agency is launched

By Andrew Hill in Milan

Italy's first credit rating agency was launched yester-day, with the aim of improving access to capital markets for the country's most innovative and fast-growing compa

Italrating will concentrate on assessing the creditworthi-ness of small- and mediumsized Italian companies, "the most dynamic in the Italian economy" according to Mr Marco Cecchi de Rossi, the agency's chief executive

He estimates that a reliable domestic rating agency could help companies with between 10 and 250 employees convert debt into longer-term debt or other financial instruments.

The new agency's largest dito Centrale, the treasury-controlled medium bern land-ing bank, with 36 per cent. Two business research groups
- Databank and Nomisma, the Bologna-based consultancy headed by would-be Italian prime minister Mr Romano Prodi - will have 25 per cent each, and 10 per cent will belong to Unioncamere, which represents Italy's chambers of

Although many of Italy's medium-sized companies have a strong international outlook, their ability to raise funds on capital markets has been hampered by a lack of independent valuation of credit risk.

Companies seeking capital will be able to ask Italrating for a rating, and the agency will also respond to inquiries from potential investors who require more information on medium-sized enterprises.

The agency said it would use the same scale of credit rating - from AAA to D - used by most international credit rat-

# Italy's first credit rating Single issue breaks Europe's torpor

After Wednesday's flurry of new issues, the eurobond mar-ket ground to a halt yesterday. with only one offering surfac-ing in the torpid market.

over the direction of underly-ing government bond markets, INTERNATIONAL Bonds

investors are largely staying sidelined, dealers said. What issuance there has been this week has either been shortdated paper targeted at retail investors or floating-rate notes aimed largely at financial insti-

tutions. In the latter Centrale Des tral bank of C tive banks, is offering of fo rate notes ca

and yield 11.6 basis points over Libor at the re-offer price.

According to Mertill Lynch, floating-rate notes expected to which jointly led the issue with DG Bank, the deal attracted good buying from institutions - banks and investment funds - in Germany, Switzerland and France. After Portugal's DM1.5bn of

five-year floating rate notes, launched earlier this week at a re-offer spread of Libor less 1 basis point, investors were keen on floating-rate paper that offered a double-digit spread over Libor, he said. Elsewhere, the Indian Rail NEW INTERNATIONAL BOND ISSUES

aging director of IRFC, said at a briefing yesterday.

be priced today at a spread of 100 to 120 basis points over Libor. It is the first international funding exercise by the financing arm of state-owned Indian Railways. ANZ Grindlays is acting as lead manager.
The proceeds will be used to import rolling stock for the country's railways system. which carries 12m passengers and 1.1m tonnes of freight daily, Mr N. P. Srivastav, manto return to the international bond market in the coming years, he said it was not planning any form of equity global depositary receipts - as it is to remain fully government-owned.

51084

\$5

 Moody's Investors Service has placed the long-term debt ratings of GPA, the aircraft leasing group, on review for possible upgrades following the company's successful securitisation refinancing earlier this week, with some \$1.5bn in long-term debt affected.

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er category, Caisse sjardins, the cen-	D-MARKS Caisse Centrale Desjectins: KFW(b)	250 75	(a) 5.00	99.84R 99.65R	Apr 2000 Dec 2001	0.10P 0.20R		DG Bent/ Merrill Lynch Morgan Stanley
Canada's co-opera- issued a DM250m four-vear floating-	SWISS FRANCS St Gallen Kantonalbank(o)	100	3.76	100.25	Apr 2001			St Gelien Kantonalbank
callable after two otes pay a coupon points over Libor	Final terms, non-catable unless Floating-rate note. #Semi-annual Dm125m. Plus 97 days accrued.							

Argentaria-

## Argentaria upbeat on demand for offering

Argentaria, Spain's partially privatised banking group, sets the maximum price today for the disposal of 25 per cent of its government-held equity. It is confident that a compre-

hensive road show programme to present the global offer together with the comparatively cheap price of its shares will fuel demand from international institutions. Analysts believe the offering.

which would realise some Ptal60bn at Argentaria's current market value, could be between four and five times oversubscribed in its international tranche.

FT-ACTUARIES FIXED INTEREST INDICES

The banking group, advised by US investment bank Morgan Stanley, its global co-ordinator, moves its presentations to the US and Asia next week after meeting this week with institutions in

Price Indices UK Gibs

Up to 5 years (23) 6-16 years (20) Over 15 years (5) Imedeemables (5)

the UK and continental

Europe,
"By the end of the road shows we will have met some 450 institutions, about half the total number that invest in international equities," said Mr Victor Barallat, a senior Argentaria executive who is manag-

ing the disposal.

The final price for the disposal will be announced on March 25 but, under the terms of the offer document, it cannot be more than the final price fixed on the basis of the weighted average of Argentaria's trading price during this week on the Madrid stock

exchange. The share price closed yesterday at Pta5,210, and today's maximum price is therefore likely to be within a range marked by Tuesday's low of Pta5,200 and by a Ptaō,300 high that was posted

121,87 145,40 168,15 182,88 140,87

+0.08 +0.22 +0.32

1.58 5 yrs 1.56 15 yrs 2.52 20 yrs 0.00 kred.† 1.72

Share price relative to the Madrid SE Index .

Such prices reflect the collapse of the domestic stock

exchange following the inconclusive result of Spain's general elections on March 3. On March 1, the last trading session before the poll, Argentaria's shares closed at Pta5,540 and their value, in line with

8.39 8.32 8.31 8.39

Mar 14 Mar 13 Yr. ap

7.54 8.29

that of the market, fell sharply when the centre-right Popular Party (PP) failed to gain a governing majority that had been widely anticipated by investors.

Analysts believe Argentaria's current market value represents a discount, in terms of price earnings ratio and of trading price to book value, of some 25 per cent compared with the market value of rival big domestic banks, Banco Bilbao Vizcaya and Banco

Had the PP won a commanding majority. Argentaria's share price on Madrid's Bolsa would have advanced by some 5 per cent and would currently stand at about Pta5,600.

Argentaria is offering 68 per cent of the disposal to domestic institutional and retail investors. The home front offer is already five times oversub-

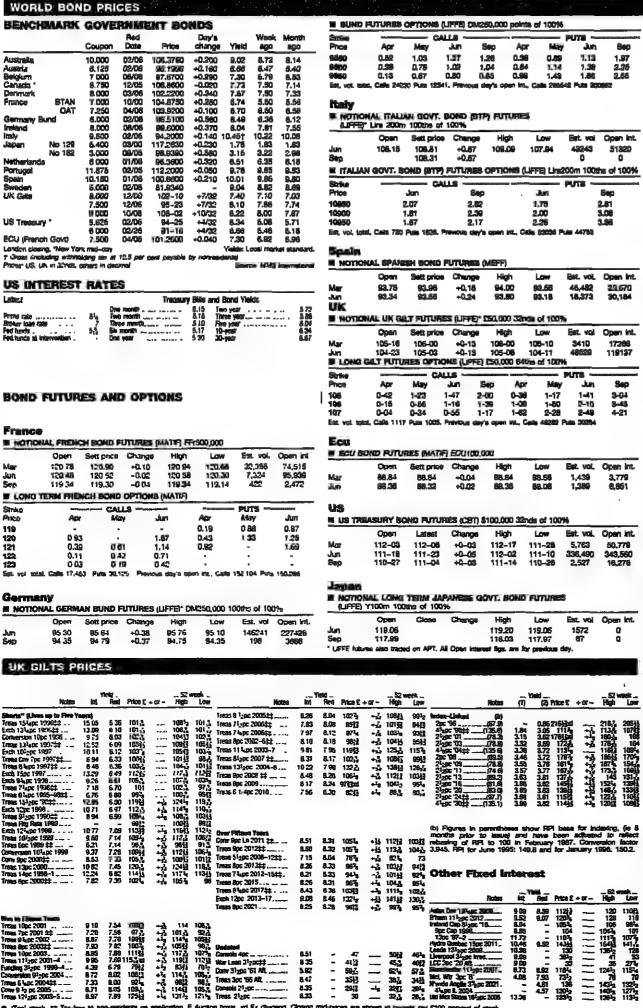
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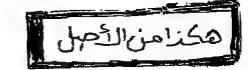
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WORLD INTEREST RATES

MONEY RATES

#### MARKETS REPORT

# Currencies steady as German rates unchanged

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Source: FT Book

Jan.

shared by analysis at NatWest Markets in London. Mr Kit Juckes said: "The recent tur-

moll in global bond and equity

markets has strengthened our

view that the dollar will bene-

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DOLLAR SPOT

Application D-Mark first per DMS

By Philip Gawith

MARCH 15 1996

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2-16-1

The dollar traded in a very narrow range yesterday follow-ing the Bundesbank's decision to leave German interest rates unchanged.

Favourable producer inflation figures buoyed bond and equity prices and gave the dollar a small fillip in US trading. It closed in London at DM1.4709, from DM1.4718 and at Y105.335 from Y105.3.

The focus of attention was mostly with the New Zealand dollar, which was trading at fresh eight year highs, and the French franc, which wobbled amid speculation of a cabinet reshuffle

The New Zealand dollar finished at 69.01 US cents, from 68.33 US cents. The franc closed at FFr3.428 against the D-Mark, from FFr3.427.

Like the dollar, sterling was confined to narrow ranges throughout the day, and closed barely changed at DM2.2423

Traders reported that volumes were down on account of the important national hunt race at Cheltenham. Customer activity also tends to decline at

times of low volatility.
The Bundesbank fixed the repo rate at 3.3 per cent for a further two weeks, and left the discount and lombard rates unchanged at 3 per cent and 5 per cent respectively.

■ Analysts argue that the dol-lar is likely to remain confined within narrow ranges until the end of the month. Because it marks the end of the quarter, investors are unlikely to want to take big strategic risks in foreign exchange, especially given the hefty bond losses many have suffered in recent

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Mar 13		··· Prox. cites
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anda .	1.5210	1.5913

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It is these same losses which explain some of the recent weakness in the Italian lira, as investors cut long positions in order to finance their losses elsewhere.

Mr Brian Martin, economist at Barclays in London, said some of the recent weakness in the dollar could be attributed to the firmer Swiss franc. This followed comments earlier this week from the central bank suggesting interest rates would not be cut further.

The franc is also reckoned to have benefited from investors seeking a safe haven from volatile markets, and political tensions in Asia. Mr Martin said: "There is no

way on fundamental grounds a stronger Swiss Franc is justified." He said the economy needed a weaker currency, and when this eventuated, it would provide a boost to the dollar. He is forecasting that the dollar will break above DM1.50 in This dollar optimism is

during 1996. We are particularly encouraged that the shake-out in the US treasury market has not undermined

CURRENCIES AND MONEY

higher yields are required to maintain portfolio flows necessary to finance the US current account deficit. Mr Juckes added: "A rise in yields in the weeks before the end of the Japanese fiscal year should provide a strong incentive. once the dust settles, for Japanese portfolio outflows to

The sceptics rejoinder to this is simply put: short-term interest rate differentials between Germany and the US have not been this supportive of the dollar since early 1989. Yet the dollar remains within 10 per cent of its historic low against the D-Mark.

"It is no wonder dollar bulls are growing impatient," say analysis at Deutsche Morgan Grenfell in London.

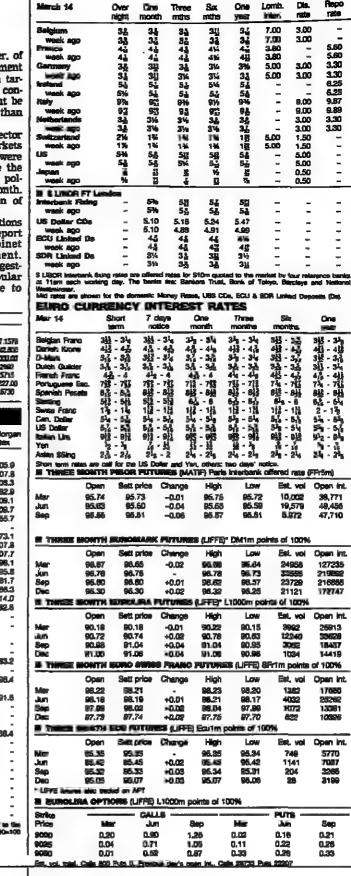
■ The New Zealand dollar rose on the re-iteration by Mr Bill

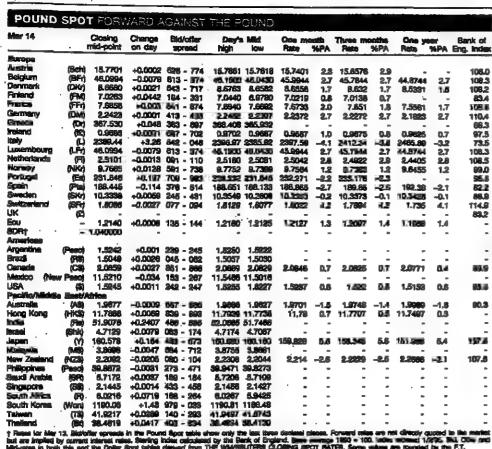
time, has put yields back in Birch, the finance minister, of line with domestic economic the government's commitment to a 0-2 per cent inflation tar-The NatWest view is that get. There had been some concern that this target might be interpreted more flexibly than

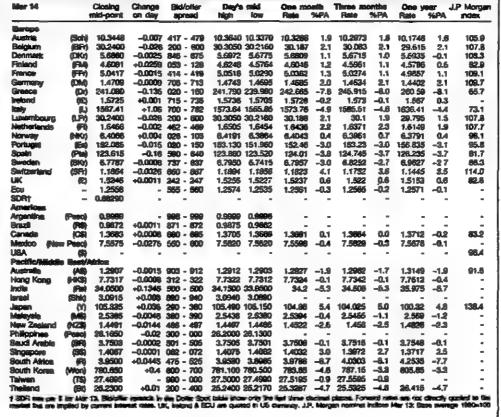
in the past. Mr Mike Gallagher, director at IDEA, the financial markets consultancy said markets were also starting to anticipate the Reserve Bank's monetary policy statement later this month. There is some expectation of higher interest rates.

The French franc's gyrations followed a newspaper report predicting that a cabinet reshuffle was imminent. Recent opinion polls suggesting Mr Juppe is unpopular have lent some credence to this speculation.

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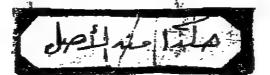
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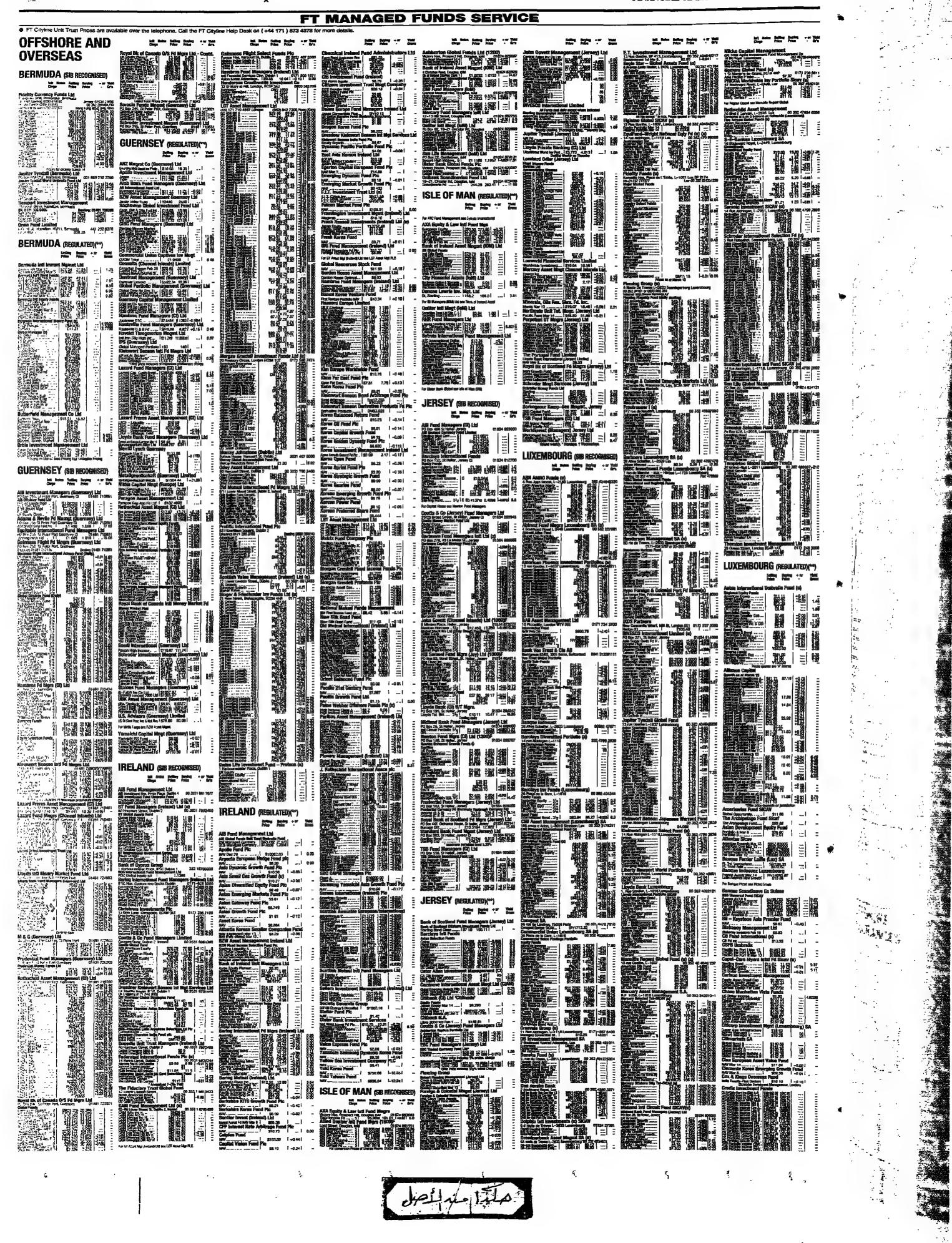
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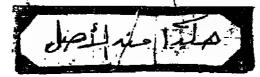
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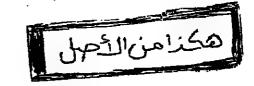
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#### LONDON STOCK EXCHANGE

## Revived bid hints and Dow advance lift shares

By Steve Thompson, UK Stock Market Editor

The return of domestic takeover speculation, a spate of encouraging corporate results and another promising showing from the US stock market saw shares in London race

ahead yesterday.
The FT-SE 100-share index ended the session a net 41.5 up at 3,681.8, while the FT-SE Mid 250 index delivered a solid, if sedate, performance, finishing 3.0 points ahead at

Such was the momentum displayed towards the close that some UK traders were speculating on London ending higher on the week.

despite Monday and Tuesday's falls. Such a prospect would have seemed extraordinary on Monday, when dealers were bracing themselves for a big sell-off, which some of the market's more nervous operators thought could have approached the decline of 1994 and, as the panic-stricken thought, that of 1987.

The FT-SE 100 staged a strong and sustained advance throughout the day, with pockets of profit-taking being shrugged aside as stock market bulls became increasingly confident. The takeover rumours, which had mostly been on the back burner this week, revived yesterday and were focused sharply on Zeneca and Ladbroke

Activity in the former ballooned yesterday, with the shares featuring prominently in the Footsie performance table and the options attracting exceptionally heavy business.
Dealers said the market had revived the old story that Roche, the Swiss drugs group, was about to launch an offer for the group, one of the few remaining top quality interna-

tional drugs companies. The day's other keen bid story. and one that, as in the case of Zeneca, has been around for many months, pointed at Ladbroke, the hotels to betting offices group. Its shares rocketed on revived suggestions that either Bass, one of the UK's leading brewers, or Hilton response to the day's economic

International, of the US, was about news, which included a surprise fall to pounce with an offer.

Other long-standing takeover sto-ries being revived by hungry stock-brokers yesterday included Royal Bank of Scotland and Standard Chartered. Although the shares were unchanged yesterday, Cable and Wireless remained, dealers said, one of the market's favoured bid candidates after the recent news about the failed attempts at a tie-up

London began the session in good form and built on an initial 13-point gain. The Footsie closed at the day's best, only 18.2 off the 3,700 mark Wall Street gave a positive

in producer prices in February. The Dow Jones Industrial Average was more than 40 points higher for much of the early trading session, and standing just below that figure 90 minutes after London close Today brings the expiry of the FT-SE 100 and Mid 250 futures and

options; some dealers were speculating that at least one leading securities house was looking to drive the market lower ahead of the expiries. Turnover at 6pm topped the 1bn-share mark, reaching 1.05bn shares, with at least three trading programmes said to have been executed yesterday. Customer business on Wednesday was worth £1.96bn.



#### Review fear hits powers

National Power was London's most heavily traded stock. One institution, seemingly nervous about the outcome of the forthcoming monopoly review, bailed out to the tune of 15m

The block of stocks, amounting to some 1.3 per cent of the privatised generator, was placed with one leading UK marketmaker at 459p a share, a big discount to the prevailing price. The shares were successfully sold on, resulting in net turnover of 31m shares by the

close of trading. The generators are keen to own electricity companies to protect their earnings. Next week the Monopolies and Mergers Commission is to make a submission on the generators to the Department of Trade and Industry. The results should be revealed by the end of the month and any investor nervous about stringent ownership conditions being imposed might want to offload stock beforehand. National Power slipped 3 to

Ladbroke surges

Hotels and gaming group Ladbroke shot forward in afternoon trade, helped by rumours of big overseas investment in the UK hotels industry.

465%p and PowerGen fell in its wake to close 5 off at 509p.

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Leisure sector specialists said Thistle Hotels, the former

Mount Charlotte Investments and the UK's second biggest hotel group, could receive nificant investment from the government of Singapore.

The cash is expected to be poured into Brierley Investments, which has a majority stake in Thistle. Speculation of an increased shareholding in Thistle helped all the hotel groups, but for Ladbroke there was further impetus from old rumour that Bass might be interested in making a bid.

Ladbroke jumped 12 to 189p. while Bass slipped 7 to 742p. However, it was announced later in the afternoon that Mr David Jarvis, the chief executive of Ladbroke's Hilton Hotels, had bought shares. A director is not allowed to purchase stock if he has know-

ledge of a prospective bid. Elsewhere, Granada added 14 at 784p and Queens Moat Houses % at 20%p. New arrival McDonalds Hotels got off to a cracking start. The shares. offered by Cazenove at 145p. opened significantly higher on their first day of trading and ended at 180p.

#### Spirits mixed

Two of the three wines and spirits leaders moved ahead smartly, in soite of disappointing results from Seagram. Hit by price pressures and a heavier marketing spend, the Canadian drinks giant turned

in a 16 per cent decline in fourth-quarter operating profits from wines and spirits Allied Domecq came off 5 t 497p in 11m traded, but Gran Metropolitan steamed ahea by 9 to 430p and Grinness m on 31/2 at 4671/2p.

GrandMet was partly bol

stered by the news of a Burger King marketing deal in Japan. Guinness, a strong performer lately on share buyback talk ahead of next week's results statement, traded 16m shares. There was talk of big options

positions being unwound Regent Inns. buoved lately by takeover talk, leapt 34 to a new high of 955p and rival pubs group Wetherspoon rose 7 to 746p. Enterprise Oil was the mar-

ket's star turn yesterday, the shares jumping 33 to 420p on turnover of 19m. The motor for the rise was an exceptionally well pres-

ented meeting with analysts the first for several years and a set of results that delighted investors. Enterprise's profits were at the top of the range of fore-casts, but the most enthusiasti-

cally received part of the pre-

sentation was the comment,

backed up by solid argument, FIMANCIAL TIMES EQUITY INDICES

	Mar 14	Mar 13	Mer 12	Mar 11	Mar 8	Yr ago	"High	"LOW
Ordinary Share	2758.2	2738.6	2729.9	2746.0	2760.0	2371.5	2907.9	2238.3
Ord. div. yield	3.92	3.95	3.98	3,94	3,91	4,47	4.73	3.76
P/E ratio net	16.61	16,50	16.46	16.56	16.65	16.81	21,38	15.35
P/E ratto nil	15.28	16.18	16.13	16.23	16.32	18.16	22.21	15.17
Croincy Share ince	at smoo co	mpilation;	high 2807	A 5/01/16;	low 49.4	26/6/40.	less Date:	1/7/35.
Ordinary Share :	hourly of	angés						
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Open	9.00	10,00	11.00	12.00	13.00	14.00	15.00	18.00	High	Low
2740.4	2739.0	2743.1	2744.0	2750.5	2752.5	2751.9	2752.2	2753.7	2758.2	2735.3
			Mar 14	Ma	13	Mar 12	Mar 1	A M	<b>45</b> 0	Yr ago
SEAO be	rguir4		38,95	7 35	.443	35,620	40,3	31 3	7,914	27,404
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ECRUTY IS				- 39	,842	40,574		11 A	1,760	40,369
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that the company had the pros-pect of doubling its reserves. Analysts said the company The only surprising thing about Reckitt & Colman's fullhad previously appeared to have lost its way and, with the abortive bid for Lasmo, had signalled it needed to buy into oil because it could no longer

find it. "Enterprise demonstrated that it was back on track," said one analyst. The shares were further helped by a strong oil price and rumbling bid opti-

mism within the sector. Ever present bid target Zeneca forged ahead 58 to 1402p, within a whisker of its all-time high.

There was no new twist to the old speculation that either Roche, of Switzerland, or Glaxo Wellcome are keen to join forces with Zeneca. But a rumour whipped through the trading desks in the morning that a bid would be announced at 2.30pm and that was enough to push the shares higher.

Open	9.00	10,00	11.00	12.00	13.00	14.00	15.00	18.00 High	Low
2740.4	2739.0	2743.1	2744.0	2750.5	2752.5	2751.0	2752.2	753.7 2758.2	2735.3
			Mar 14	Mar	13	Mar 12	Mar 1	1 Mar 0	Yr ago
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T.	Total Falls	611	Total Lows	40	Calls	23,				
	Same	1,451	l		Pubs.	24,				
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take away the enswers. There will also builtet and refreelments, with the to win one of a dozen bottles of pink

Make a date for your diary, either Monday 25th March from 12.00 to 6.00 or Tuesday 26th

March from 9.00 to 3.00 - at our offices in London. If you're in the information business

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year figures was the effect they had on the share price. Profits of £285.1m were at the low end of expectations, and a few analysts were shaving current year estimates. But the shares jumped 34 to 655p. Reckitt has fallen almost a

pound since the start of the year and dealers said any positive signals were bound to squeeze up the price of the tightly traded stock.

Mirror Group gained 11 at 225p, in heavy turnover of 10m shares, after the newspaper group announced top of the range profits and, more significantly, a 3p rise in the Mirror's cover price. The price rise is expected to add £11m to the current year profits.

Leading conglomerate BTR shot forward in high volume following solid results and what traders described as a well managed meeting with analysts. The shares, which have lagged behind the market lately - trading within a 25p range since October - rose 131/4 to 835%p in 19m traded.

Williams Holdings declined 7 to 314p following "reduce" advice from NatWest Securities and a sell note from Williams ds Broe.
T&N closed off a penny at

159p after a big position in the stock changed hands. Turnover was 23m, including a 9m bought deal which passed through at 1630 and 163 n. Property shares stayed out of favour, with most leaders moving lower in spite of a groundswell of value showing through in brokers' research.

The latest property note comes from Panmure Gordon. which gives the sector a neutral rating but draws attention to the scope for recovery in property stocks plus their defensive qualities.

analyst, said the sector's defansive attributes are undervalue after an extraordinary period

TT - SE Actuaries Share Indice

of underperformance. Over the past two years property stocks have lagged behind the market

by 26 per cent. He rates British Land, Brixton Estates and Land Securities as a buy. British Land Land Securities closed unchanged at 603p, after 601p.

BAA rose 10 to 529p after technical analysts at UBS rated the airports group a chart buy. The shares have been given a push lately by strong traffic

figures for February and talk of broker profits upgrades. Electronics giant GEC extended its recent rally. The shares have been a lively market lately on hopes of imminent management succession decisions and yesterday they added 1114 at 365p for a three-

day advance of 6 per cent. BT was the day's second most active Footsie stock, adding a penny at 355p in 29m traded including a block of 8.9m shares dealt at 350p.

LONDON RECENT ISSUES: EQUITIES Issue Amt price ped p up Mkt. Œm.i 495 BZW Eq (Brind) 2 †Cepitel & Wate 314 Clubiaus Wite 514 Clubiaus **527** 14 Trespages 106 TIOC left 25 Life Offices FP 42 M & G Equity Inc AZ M & G Exputy Fic 20 M & G Exputy Chy 58 M & G Exputy Chy 145 MedDoneth House 66 †Optical Care (6) 241 Schroder UK G Um 187 Shree Pharms 121 Stocker Group 175

Peter John.

FT GOLD	MIN	5 1	حادث	X				
	12 12		12	Year	Gross div yield %	PATE Valida	62 v High	reek Las
Gold Mines Index (23)	2201.20	+0.6	2254,76	1896.19	1.46	-	2021,73	1722
n Regional Indicas								
Alden (16)	3114,32	+1.0	3054.99	2738.66	273	38.54	3553.66	22/12
Australesis (5)	2577.31	-1.8	2624.28	2049.25	2.46	38.58	2027.34	1986
North Alberica (12)	1980.73	+08	1984.83	1542.38	0.86	69.76	2186.39	1488
North Albertos (12) Copyright, The Pinencia Times Estated, Figures I 31/12/92, † Partiel, Leo		+08	1984.53	1542.38	0.86		2186.39	

	Mar 14	Day's	M- 47	Man 12	Mar 11	Year	Div.	Nat	P/E	Xd adj	
FT 657 400	3891.8							COVER		yed	1482.40
FT-SE 100 FT-SE Mid 250	4232.9	+1.1 +0.1					4.03	2.11 1.72	14,74 20,84	20.62 38.45	1682.67
FT-SE Mid 250 ex inv Trusts	4264.8	+0.1					3,60	1.77	19.64		
FT-SE-A 350	1847,8	+0.9					3.01	2.02	16,75	14.19	1522.57
FT-SE-A 350 Higher Yield	1814.1	+1.1					4.50	1.00	13.51		
FT-SE-A 350 Lower Yield	1880.7	+0.7			1871.5		2.89	2.28		14.29	1299,41
FT-SE SmallCap	2084.06				2044.20		3.07	1.80	22.64		1675.14
FT-SE SmallCap or kny Truets FT-SE-A ALL-SHAPE	2051.49 1828.73				2032.01		3.27 3.84	1.88 2.02	20.32		1673.71
III FT-SII Actuaries All-		70.5	10114-	)0 (A-A-	100000	1014.06	3.54	202	16.13	13.48	1626 48
E PI-SII PERDATES AIN	ghare	Day's				Year	Div.	Net	P/E	Xd adj.	Total
	Mar 14		Mar 13	Mer 12	Mar 11		yleid%	COVER	Petic	ytd	Return
10 MINERAL EXTRACTION(24)	3296. <b>60</b>				3227,76		3.93	1.51	21:08		1220.06
12 Extractive Industries(6)	4165.06				4173.37		3.82	2.23	13.68		1218.81
15 Oli, Integrated(3)	3331.37				3254.18		4.14	1.35	22,28		1444.20
16 Oil Exploration & Prod(16)	2338.84				2240,99		2.10	1,41	42.32	0.00	350.25
20 GEN INDUSTRIALS(275)	2081.53				2053.98		4.03	1.87	16.55		1122.06
21 Building & Construction(34)	1132.69				1120.20		3.53	2.03	17.48	1.60	234.59
22 Building Matis & Mercha(29) 23 Chemicals(23)	1083.73 2563.02				1909.00 2530.79		3.97 3.91	2.00	15.76	0.61	935,16 1204,93
23 Chemicals(23) 24 Diversified Industrials(21)	1806.17				1775.88		5.80	1.60	14,89	12.97	994.73
25 Electronic & Elect Equip(36)	2350.06				2260.38		3.07	1.82	22,40		1207.12
26 Engineering(70)	2352.04				2307.72		3.23	2.40	16.11	7.83	1412.62
27 Engineering, Vehicles(13)	2759.48				2745.18		3.83	1,05	19,72		1407.08
28 Paper, Polog & Printing(28)	2696.61				2686,45		3.73	2.03	16,47	0.51	1108.32
29 Turches & Appendits)	1476.26	-0.3	1480.73	1482.53	1487.56	1415.95	4,75	1,64	16.01	7.42	689.82
30 CONSUMER GOODS(81)	3506.13	+1.5	3453.17	3501.86	3542.57	2908.76	3.99	1,88	16.83	12.24	1278.50
32 Alcoholic Beverages(9)	27(6).70				2783.07		4.38	1.87		28.48	995.71
33 Food Producers(23)	2548.39				2532,41		4.21	1.75	17.01	4.90	1132.35
34 Household Goods(1회	2520.25				2462.34		3.02	2.08	15.35	5.66	947.60
36 Health Care(20) 37 Pharmacautucals(13)	1926.69 4938.08				1922.11 4984.99 :		2.71 3.41	1.82	25,43 18,94	5.11 12.85	1159,81 1652,73
37 Priarriscauticas(13) 38 Tobacco(1)	4936.06				4692.87		5.83	2.03	10.58	0.00	1054.40
<del></del>					2338.43		2.96	2.10		14.60	
40 SERVICES(253) 41 Dimioutors(22)	2331.18 2602.48				2820.61 :		3.77	1.84		7.45	1217.69 949.86
Leight & Hotalet (20)	2965.53				2919.25		2.61	2.16			1579.25
43 Media(46)	3920.61				3843.88		2.20	2.09	27.21		1400,08
44 Retailers, Food(15)	1899.07	170	1899.48	1883.65	1892.53	1835.44	3.85	2.40	13.51	2.81	1190.93
45 Retailers, General(43)	1952.87				1943.85		3.04	221	18,60	5.73	1104.17
47 Breweries, Pubs & Rest.(24)	2959.05				2966.66		3.34	2.08			1411.07
48 Support Services(49)	2096.54				2073.00 °		2.32	1.41	21.35	0.00	1321.67
49 Transport(21)	2398.16				2361.95				24,57	6.84	987.75
60 UTILITIES(33)	2446.41				1457.57 2 2701.32 2		5.07	2.60			1038.12
82 Electricity(12)	2684.46 1553.05				2707 32 2 1558.84 1		5.18 7.72	1.37	11,84	0.00	1314.47 779.10
64 Gas Distribution(2) 66 Telecommunications(7)	2024.42				2035.19		4.17	1.76	17.07	0.15	915.38
68 Water(12)	2163.82				2163.65		5.64	2.59	B.55	3.61	1173,42
69 NON-FINANCIALS(888)	1950.98				1940.05 1		3.83	1.91	17.03		1464.39
70 FRANCIALS(108)	2779.23	+1.3	2743.84	2747.13	2802.87 2	2187.62	4.23	2.57	11.52		1188,67
71 Banks, Retail(8)	3844,65				3910.70 2		4.D3	2.83			1253,42
72 Banks, Merchant(6)	3386.45				3450.85 3		2.91	2.33		4.52	1056.71
73 Insurance(24)	1367.58				1363.76 1		5.71	3.07			1017.75
74 Life Assurance(6)	3536.71 2491,23				3433.13 2 2505.17 1		4.18 3.71	2.06 1.88	14.50 17.90	0.00 19.61	1440.86
77 Other Financial(23) 79 Property(41)	1420.08				1434.09 1		4,40	1.30		4.11	1407.65 863.64
	3059.85				3047,47		221	1.07	52,79		
80 INVESTMENT TRUSTS(126)	303.05	10.5	MAY 44	SUDVER!	appropriate the second	20/0/08	221	וענו	32,78	11.33	1062.76

79 Property(41)	CIBR(23)		1420			.48 1430.87			4.40		17.90 19.61 21.87 4.11	863.64
80 INVESTMEN		S(126)	3059	AS .	0.7 1052	4057.21	3047,47	2670.05	221	1.07	52.79 11.33	
89 FT-SE-A AL			1826	.73 +	0.9 1811	24 1810.03	1820.93	1514,89	3.84	2.02	16.13 13,48	1528.8
T-SE-A Fledging		rusts	1152 1157			.53 1147.61 .63 1151.97			2.95 3.22		19,38 4.77 16,51 4.98	1196.0 1200.5
R Hourly F	novem	ents										
	Оре	P. 9.	<u> </u>	9.00	11.00	12.00	13.00	14.00	15.00	16.10	High/day	Low/day
T-SE 100 T-SE Mid 250 T-SE-A 360	3653 4230 1836	9 422	5.9 4	27.A	3660.0 4227.7 1838.8	4229.7	3669.0 4229.5 1842.5	3670.0 4229.7 1842.9	3670.8 4229.7 1843.2	3673.4 4231.2 1844.4	3691.8 4232.9 1847.5	3647.8 4225.6 1834.0
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			-				3/81,3 (62	UZNIGI LOM	: U (14/USI	<b>46).</b>		
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	-SE 100 INDEX	PO I ONES (	<u> </u>				(AP
	Open	Sett price	Change	High	LOW	Est. voi	Open Int
Mer	3540.0	3670.0	+41.6	3678.0	3633,0	17434	16816
Jun -	3639.0	3665.0	+38.5	3673.5	3631.0	13514	53745
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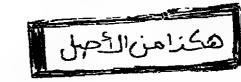
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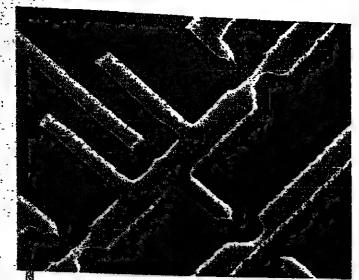
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A single electron memory system has paved the way for dramatic progress in the semiconductor industry.

Hitachi. You're probably thinking of home electronics products. But take a closer look and you'll discover a company that's leading Europe in the development of advanced IT products and components – the unseen

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R & D is the lifeblood of Hitachi's enterprise. Such is its importance that we allocate around \$15 million each day to creating and refining the products that will shape the future.

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We have research and development centres in Cambridge and Dublin working on advanced electronic and optical devices and some

stunning new projects in Artificial Intelligence. Design groups in Munich and Milan are bursting with innovative ideas to meet personal and social needs.

A team of scientists from Hitachi Europe's Cambridge Laboratory working with Cambridge University's Cavendish Laboratory has succeeded in observing a new phenomenon called 'coherent destruction' which we are now working to

apply in superfast optical switching. Such switches will be needed to meet the future demand for

new technologies that will utilise advanced networks, such as multi-media,

interactive TV, videophone, visual e-mail and other forms of

A researcher inspects the helium-neon laser apparatus used t split laser light pulses at the Hitachi Cambridge Laboratory.

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Elsewhere, Hitachi chip technology is at the heart of a new electronic cash system, the Mondex card, which is being tried out in Swindon, UK. The card uses Hitachi microprocessors which meet strict requirements of high security and reliability.

electronic data transfer.

In addition, we're manufacturing everything from semi-conductors, computer disk storage sub-systems, monitors,

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Our success has been built on the belief that the

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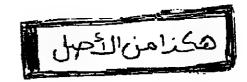
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** *****	Advication 20 514 27 28 25 <sup>2</sup> 5 - <sup>3</sup> 0 Advanta 0.35 14 1228 45 <sup>5</sup> 6 45 45 <sup>5</sup> 2 1 <sup>1</sup> 2 Agricotion 0.10 51 82 15 <sup>3</sup> 4 15 <sup>4</sup> 4 15 <sup>4</sup> 5 15 <sup>5</sup> 2 - <sup>1</sup> 4 Agricotion 0.20 16 022 25 <sup>3</sup> 4 25 15 <sup>3</sup> 4 Alton Albert 1.53 8 142 54 <sup>3</sup> 5 54 <sup>3</sup> 5 54 <sup>3</sup> 4 - <sup>1</sup> 2 Albert 1.58 18 300 23 <sup>3</sup> 4 25 <sup>3</sup> 4 25 <sup>3</sup> 4 25 <sup>3</sup> 4 - <sup>1</sup> 4 Albert 0.00 052 12 20 35 <sup>3</sup> 4 35 <sup>3</sup> 4 25 <sup>3</sup> 4 25 <sup>3</sup> 4 15 <sup>3</sup> 4	Onesh Har   0.86 17   501342 222 1222   1222   Decadings   12 2210 01114   18 1246 +174   Decadings   12 2210 0114   18 1246 +174   Decadings   12 250 10 9% 10   Decadings   12 250 10 9% 10   Decadings   13 478 312 2374 3274 -74   Decading Emper 0.85 13 478 312 2374 2274 2274 2274 2274 2274 2274 227	Letona 0.72 75 148 1534 15 154 43 Land Puru 0.18 3 104 117 115 115 115 115 115 115 115 115 115	Resolution
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	Desirous	Grossman   71596 1/2 1/4 1/3 -25     Good Wil	Newtopuber   27   123   49 <sup>2</sup> m   47 <sup>2</sup> m   47 <sup>2</sup> m   -1 <sup>3</sup> m   Newton Co   0.94   19   289   9   6 <sup>3</sup> m   8 <sup>2</sup> m   -1 <sup>3</sup> m   Newton Con   122076   17 <sup>3</sup> m   18 <sup>2</sup> m   18 <sup>3</sup>	Trane Com 4072948 48 <sup>1</sup> 2 41 <sup>1</sup> 4 41 <sup>1</sup> 4 -3 <sup>1</sup> 2 Ta 14 80 7 8 <sup>1</sup> 8 7 + <sup>1</sup> 8 TJ int 0.22 31 1052 15 <sup>1</sup> 4674 <sup>1</sup> 4 15 + <sup>1</sup> 4 Todd-AD 02 02 15 9 <sup>1</sup> 4 9 <sup>1</sup> 9 9 <sup>1</sup> 9 + <sup>1</sup> 9 Todyo Mar 0.40 20 11 98 <sup>1</sup> 4 88 <sup>1</sup> 2 59 <sup>1</sup> 4 + <sup>1</sup> 2 Tom Brows 42 704 13 <sup>1</sup> 6 13 13 <sup>1</sup> 6 + <sup>1</sup> 8
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44 441	Chemitab 16 7 13 <sup>1</sup> / <sub>2</sub> 13 <sup>1</sup> / <sub>4</sub> 13 <sup>1</sup> / <sub>4</sub> 4 <sup>-5</sup> / <sub>8</sub> Charpount 12 16 3 <sup>2</sup> / <sub>4</sub> 3 <sup>2</sup> / <sub>4</sub> 3 <sup>2</sup> / <sub>8</sub> Chipostre 11 1981 8 <sup>5</sup> / <sub>8</sub> 8 <sup>1</sup> / <sub>8</sub> 8 <sup>3</sup> / <sub>8</sub> Chicon Cp 8 6000 172 <sup>3</sup> / <sub>4</sub> 100171 <sup>3</sup> / <sub>4</sub> 4 <sup>3</sup> / <sub>2</sub> Char Ro 1,41 16 500 53 <sup>3</sup> / <sub>2</sub> 62 62 <sup>3</sup> / <sub>4</sub> 4 <sup>3</sup> / <sub>8</sub> Chim Cp 2 0.25 32 708 48 <sup>3</sup> / <sub>4</sub> 47 <sup>3</sup> / <sub>2</sub> 47 <sup>3</sup> / <sub>2</sub> 2 <sup>3</sup> / <sub>2</sub> - <sup>3</sup> / <sub>2</sub> Checon 133 2530 12 <sup>5</sup> / <sub>8</sub> 11 <sup>3</sup> / <sub>2</sub> 12 - <sup>3</sup> / <sub>8</sub>	Househillon 0.44 15 22 445 43 446 43 16 16 17 18 0.20390 6210 22 213 213 213 14 16 16 16 16 16 16 16 16 16 16 16 16 16	One Price 31 25 4½ 5% 4½ 4¾ 4½ 10 price 4457/4 60 46½ 46¾ 41½ 61½ 61½ 61½ 61½ 61½ 61½ 61½ 61½ 61½ 6	US Binnep x 1.12 15 87 15 22 2 31 32 2 4 4 1
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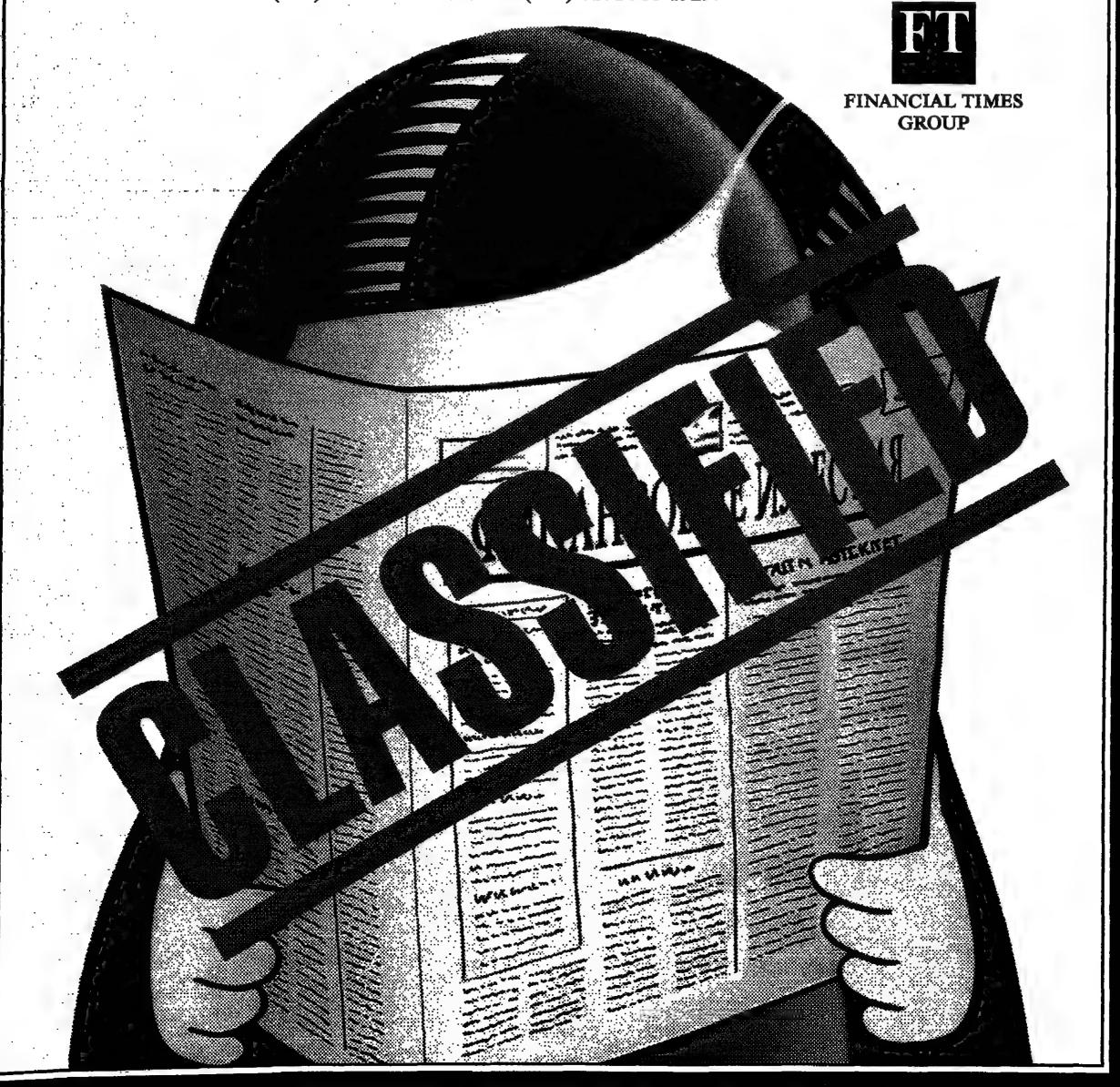
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# Stable US bonds give equities a lift

expose the tobacco industry to

American Express, another

component of the Dow. jumped

on news that Mr Warren Buf-

fett, the renowned investor,

had received permission to increase his stake in the com-

pany from 10.2 per cent to 17 per cent. In early trading the

financial services group was

Computer-related technology

shares were mixed, but strength in the biotechnology

sector helped the Nasdao com-

posite index to add 7.47 at

Among the rising biotech

stocks were Chiron, up \$1% at

\$112%, Genzyme, \$3 stronger at

\$71, Amgen, which gained \$11/4

at \$63%, and Biogen, \$2 dearer

In the computer related sec-

tor, Intel, the second largest

company on the Nasdag, put

on \$% at \$57, while several

other groups gave up some of

the gains made on Wednesday

America Online, which had

appreciated \$9% in the previous two sessions, slipped \$1%

Elsewhere, Monsanto, the US

chemicals group, added \$6% or

4 per cent at \$161% after the company announced a plan to buy back more than 8m shares and to restructure its executive

In SAO PAULO the Bovespa

index had made 543.74 to 48.600

by midday. Analysts Were

expecting trading to remain unsettled on worries about the

formation of a parliamentary

investigative commission to

The request for an inquiry

look into the banking sector.

investors tracked the Dow.

The overall index was up 2.5

to 6,664.6, industrials lost 5.5

to 8,271.4 and golds gained

Among the gold miners.

R2 stronger at R60.75, Free

State Consolidated Gold Mines

appreciated R1 to R38.25 and

moved forward R4 to R70.

22.2 at 1,796.3.

accounts.

compensation programme. Noble Drilling rose \$% or 7 per cent to \$10% on news that it would buy the drilling

large future liabilities.

\$2% stronger at \$47.

### Wall Street

stable bond market helped US share prices to move ahead in midsession trading in spite of mixed news on the economic front, writes Lisa Bransten in

At 1 pm, the Dow Jones Industrial Average was up 44.07 at 5.612.79, the Standard & Poor's 500 had added 4.91 at 643.46 and the American SE composite was ahead 2.32 at 563.09. New York SE volume came to 276m shares.

Trading was expected to remain volatile yesterday as dealers unwound positions in advance of today's expiry of options and futures on shares and share indices.

US Treasury prices posted modest gains: data showing that inflation remained subdued was counterbalanced by a



1 4 5 6 7 5 11 12 13 14 March 1906

sign that employment was on the rise. The producer price index declined by 0.2 per cent in February, the Commerce Department said, while the Labor Department reported that initial claims for unemployment benefits dropped by 10,000 last week.

A gain on the Dow came in spite of a sharp drop in the price of Philip Morris, the largest tobacco company in the US. Shares in Philip Morris fell \$6 or 6 per cent to \$92 on continued worries that a smaller tobacco group's settlement of a smoking litigation suit could

The region's markets were

generally more confident as the US made good gains in

An exception was BUENOS

AIRES, where the Merval

index was off 1.88 at 505.62 by

midday. There were warnings

from analysts vesterday that

unless political infighting

between Mr Carlos Menem, the

president, and Mr Domingo

Cavallo, his economy minister.

came to an end the market's

volatility would continue. On

Wednesday, Mr Menem met

the country's bankers to ask

them for lower interest rates.

industrials retracing earlier

gains to end marginally softer

in futures-related trade and

golds rising on a weaker rand.

day's budget had little carry over effect, with a reduction in

the secondary tax on compa-

nies and in the marketable

securities tax having been largely expected. Instead, the

market was preparing itself

Analysts noted that Wednes-

midsession trade.

**Buenos Aires weaker** 

# Nedlloyd rises 11% on offshore drilling disposal

Nedlloyd climbed 11 per cent in AMSTERDAM, on the shipping and transport group's sale of its offshore drilling division to a US company. The shares soared F1 3.90 to F1 39.60.

Brokers welcomed the deal, saying Nedlloyd had obtained a good price for its division as it pursued its intention to concentrate on core activities. The AEX index was boosted

by strength in neighbouring and overseas markets, particu-larly the US, firming 4.97 to a new closing high of 520.55. Ballast Nedam, the building and dredging group, rose Fl 1.40 to Fl 74.50; after the close it said it expected a gradual rise in profits this year.

an announcement at 10 am today on whether it would file for bankruptcy, gained 25 cents FRANKFURT traded quietly, turnover falling from DM10bn to DM6.7bn, although the Dax

Fokker, said to be preparing

index closed 15.46 higher at an Ibis-indicated 2,432.46. The best performing shares included two retailers, Karstadt and Douglas, although Kaufhof and Asko were suspended as terms of the

Metro merger came out. The statement indicated that both Kaufhof and Asko were being valued at more than their current equity capitalisations but that, relatively speaking, the more highly considered Kaufhof was getting the thin end of the deal. "If Asko's

FT-SE Eurotrack 100 1574.62 1575.56 1576.69 1576.69 1576.49 1578.18 1578.95 1580.06 FT-SE Eurotrack 200 1648.27 1647.35 1648.35 1649.51 1650.58 1651.17 1653.78 1653.04 Mar 17 Mar 8 1582.57 1587.72 1642.34 1662.90 share price on Wednesday, DM780, was at the right level,"

DMOSSS. Chemicals starred again, Hoechst adding DM7.85 at DM473.50 on optimism about 1996, and BASF rising another DM5.90 to DM389.50.

Meanwhile, the CeBIT computer trade fair in Hanover

said one UK analyst, "then

Kaufhof, at DM476.60, is being

offered the equivalent of

helped SAP prefs, up a further DM4.10 at DM218.10, to a 7.6 per cent gain since Monday. PARIS was busy in the financials and banks as the CAC-40 index put on 18.11 or 1 per cent at 1,962.41. Turnover was FFr3.8bn.

BNP rose FFr6.30 to FF7193.40 on a 1995 net profits gain of 8 per cent, and AGF, the state owned insurer, by FFT4.10 to FFr146 on a 23 per cent profits lift and its aim to improve efficiency this year. Separately, the government repeated its intention to privatise the group during the course of the year. Elsewhere, Société Générale firmed FFr2 to FFr650

as its 1995 figures came in within expectations. Accor, the hotels group, was one of the few losers, off FFr4

at FFr708 after disappointing

the market with lower than

THE EUROPEAN SERIES

expected 1995 profits.
MILAN erased early losses to close marginally higher on the back of Wall Street and the steady lira. The Comit index lost 2.94 at 588.06 but the realtime Mibtel index finished 12 higher at 9,429.

SME jumped L105 or 6.6 per cent to L1,705 as trading resumed after Wednesday's suspension. The supermarket group's major shareholder, Schema 21, a holding company owned by, among others, the Benetton family's Edizone Holding, said that it had launched an offer for the 36 per cent of SME's shares in circulation at L1,750 a share.

Benetton dropped L935 to L15,885, taking the decline since the start of the week to 14 per cent. Analysts said that the SME offer had raised concerns that Benetton might be heading for a cash call; and

EUROPEAN EQUITIES TURNOVER Monthly total in local currencies (bn) 129.54 80.04 30.13 14,15 121.73 29,68 16,48 213,09 209,73 France 230.49 55.220 35,520 41.20 28.91 57.20 41.00 2.050.40 158.40 33.42 \$4,20 41,59 1,816.9 29,98

Domestic turnover on Europe's equity markets in February fell by 9.2 per cent from January's record level, but business was still up by a striking 44.4 per cent from February, 1995. Switzerland and Germany led the way down with turnover declines of 29.3 and 22.5 per cent, following gains of 86 per cent and 46.9 per cent respectively a month before; share prices here moved in opposite directions, with the Swiss index up 2.7 per cent and the German 0.3 per cent down. Mr James Cornish of NatWest Securities, which produces the figures, notes that Swiss turnover on London's Seaq International, the screen based trading system, fell by only 16.2 per cent, suggesting that the index gain was mainly due to international buying, perhaps in reaction to the

that a legal wrangle with Bulova, the watchmaker, to be heard in a Dutch court before the end of the month, could cost Benetton 1.50bn if it lost. Olivetti tumbled to a low of L713 on continuing worries about its personal computer operation, but picked up to fin-ish L10.3 off at L760 after the

managing director said that the company aimed to consolidate its European market position but did not plan to cut prices to do so.

ZURICH was pulled higher by industrials and insurers, supported by the interest rate outlook, and the SMI index fintshed 20.1 ahead at 3,547.

Nestlé rose SFr13 to SFr1.347 on foreign buying and Winter thur picked up SFr13 to SFr797. both beneficiaries of switching from Ciba and Sandoz.

Alusuisse spurted SFr24 to SFr1.012, having broken through resistance at SF1975. Swiss Re added SFr26 at SFr1,225 as the insurer embarked on a US roadshow. STOCKHOLM saw a 1.1 per cent gain in pharmaceuticals,

Astra A rising SKr4 to SKr302 as the Affärsvärlden General index put on 10.9 at 1,381.0. But its COPENHAGEN counter part. Novo Nordisk, took another beating, falling DKr10 to DKr743 as the KFX index eased 0.02 to 109.70. East Asiatic, with results only slightly below analysts' expectations, fell DKr3 to DKr112.

BUDAPEST rose strongly on the likely approval of an IMF standby loan, the BUX index gaining 64.47 at 2,348.55. The IMF was expected to approve the Hungary loan today, while the OECD was expected to make a decision about the country's membership at the end of the month.

ISTANBUL firmed by 2.7 per cent, with selective demand seen in a number of stocks. The composite index made 1,684.73 to 63,850.05, as turnover jumped to TL14.610bn from Wednesday's TL10,730bn.

MANIE

Written and edited by William Cochrane, Michael Morgan and

## Nikkei up 1% on rebound in banks, high-tech stocks

### operations of Nedlloyd, the Dutch conglomerate, for \$300m. Tokyo

Canada A rebound in banks and hightechnology stocks supported Toronto rose in early trade. the market and the Nikkei supported by the US producer average gained I per cent, writes Emiko Terozono in prices data that boosted North American bond markets, and by low domestic inflation fig-The 225-share index, which

reached a new low for the year on Wednesday, closed 188.96 up at the day's high of 19,923.66 after an initial dip to 19,708.59. ures. The TSE 300 index was 34.94 up by noon at 4.973.70 in volume of 34.8m shares. Seagram initially slipped on Shares firmed in the afternoon fourth-quarter earnings figures but, by midday, the shares had on position adjustment buying picked up from a low of C\$44% and technical activity.

Volume was 350m shares. to trade CS% higher at CS16. Among high-technology against 428m. The Topix index all first section stocks rose nications rose C\$3% to C\$51%. 9.77 to 1.533.89 and the Nikkei 300 by 2.14 to 288.68. Gainers led losers by 548 to 458, with

in London the ISE/Nikkei 50 index put on 1.28 at 1.838.84. The Wall Street rally in semiconductor related issues on Wednesday prompted purchases in the sector by foreign investors; it also lifted other sectors, including bank stocks, which had been sold on the uncertainty over the government's housing loan liquida-

followed revelations that the tion plan. Keisei Electric Railway was failed Banco Nacional had managed to conceal a loss of R\$4.6bn over a 10-year period the most active issue, adding Y90 at Y1,120 on reports that its subsidiary Oriental Land, by allegedly manipulating its which runs Tokyo Disneyland, MEXICO CITY's IPC index would list on the Tokyo stock exchange later in the year. Analysts said Oriental Land was up 20.48 at 2,885.41 as stocks could be sold at about Y10,000 a share, boosting the S Africa unmoved by budget parent company's profits.

Excitement over Oriental Land spread to other real estate companies. Mitsui Fudosan, the largest shareholder in Oriental Land, rose Y60 to Y1,260, Mitsubishi Estate by Y30 to Y1.310 and Sumitomo Realty and Development by Y33 to Y761.

Driefontein Consolidated was Hokuriku Seiyaku, a medium sized drugs company in west-ern Japan, firmed Y20 to Y2,010. After the close the com-Vaal Reefs finished R10 ahead at R374. Palabora Mining pany announced that Knoll, a subsidiary of BASF, of Germany, would acquire a major stake. Knoll planned to acquire 50 per cent of Hokuriku and would buy its stake from shareholders at Y1,450 per

Banks firmed on position adjustments. Industrial Bank of Japan gained Y50 at Y2,730 and Sumitomo Bank was ahead Y40 at Y2.040.

Among the high-technology stocks, Toshiba moved up Y5 to Y765 and NEC Y20 to Y1,140. In Osaka, the OSE average rose 45.15 to 21,005.89 in volume of 304m shares. Nintendo, the video game company, which was sold heavily on recent reports that it would delay the launch of its 64-bit next generation game, recovered Y290 to Y6.480.

### Roundup

Late bargain hunting took HONG KONG up 2 per cent after recent befty losses over the Taiwan situation. The Hang Seng index jumped 202.27 to 10,451.75 but turnover

Defensive stocks, including HK\$14.80.

Property issues also

Times Industrial index ended 28.85 up at 2,329.58 in volume of 105.5m shares.

Resurgent property stocks included Parkway Holdings and City Developments, each up 20 cents to \$\$3.65 and \$\$11.20 respectively. DBS Land, however, softened 5 cents to S\$5 on growing worries about earnings figures due at the

SEOUL again pinned its hopes on intervention today by the stock market stabilisation fund. The composite index ended 5.56 higher at 844.43.

The Korea Securities Dealers had agreed to ask the Finance

LIFFE EQUITY OPTIONS

Ministry to intervene to boost the market with the fund, while promising to refrain from selling shares.

Hansol companies regained some ground after being hit by an alleged bribery scandal involving a Hansol executive. TAIPEI saw the government's stock market stabilisa-tion fund in action again, and the weighted index finished 100.57 or 2.1 per cent ahead at 4,851.65. Turnover was modest

at T\$28.7bn. Brokers said that investors were beginning to ballave that the current tensions between Taiwan and China would be

resolved peacefully.

BANGKOK recovered most of Wednesday's decline as the SET index advanced 16.19 or 1.3 per cent to 1,268.98. Turnover came to Bt5,2bn.

Dealers felt that the gain had come after domestic mutual funds indulged in speculative purchasing of discounted blue chips. Total net buying by local mutual funds on Wednes day amounted to about Bt250m. Banks and finance issues were the (avourites yes terday, with Finance One the most active issue in terms of value, up Bt4 at Bt141.

WELLINGTON continued to Challenge, 6 cents higher at NZ\$3.12, while the NZSE-40 index put on 9.15 at 2,090.27. Turnover was NZ\$100m.

JAKARTA noted speculative buying in second line stocks on rumours of possible takeover activity. The composite index closed 9.78 or 1.7 per cent up

at 569.91. Among the second line issues, Super Mitory Utama, a shoe manufacturer, leapt Rp550 to Rp1,400 on reports that it was about to make a bid for an unnamed company.

• KARACHI suspended activity for the session because of a strike by the Mohajir National Movement which kept attendance at the bourse low.

### LONDON EQUITIES

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slipped further to a slim HK\$4.4bn.

the banks and utilities, performed strongly. HSBC, which plummeted HK\$5 on Wednes-day, recouped HK\$3 at HK\$115, while Hang Seng Bank rose HK\$2.25 to HK\$74.25 and Hong Kong Telecom 45 cents to

strengthened in the afternoon. Henderson Land advanced HK\$1.50 to HK\$52, as did Sun Hung Kal Properties, to HK\$65.75, and Cheung Kong

put on 80 cents at HK\$50.50. KUALA LUMPUR was 2.2 per cent ahead on bargain hunting in blue chips in a technical bounce after heavy losses earlier in the week. The composite index rallied 34.17 to 1,109.00. SINGAPORE recovered 1.3 per cent after the recent weak spell, although many institutional investors were sidelined ahead of further US economic data this week. The Straits

FT/S&P ACTUARIES WORLD INDICES

Johannesburg was mixed, for today's futures close out.

REGIONAL MARKETS			M YACKS	arch 1					TUESDAY	MARCH	12 1996		DQ	LLAR IN	
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Austria (24)		176.54	120 75	138.81	138.67	0.5	1.63	179.50	175.08	119.87	138.16		199.28	168.11	
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Brazil (29)		146.13	99.95	114 90		1.4	1 77	149.46	144.80	99.14	114.26		170.25	104.99	
Canada (101)		151.14	103.37	118.84		0.0	2.45	155.42		103.79	119,62		158,71	128.38	
Deninari (33)		286.95	196.27	225 62		-01	1.68	293 66	286.44	198.11	226.03		305,17	252.41	
Finland (24)185.		180.73	123.62	142.11	178.64	0.6	2.61	184.12	179.59	122.95	141,72		276.11	171.13	
France (96)		190.87	123,71	142.21	147.03	0.6	3.13	183.67	179.35	122.79	141,52		191.17	161.53	
Germany (60)		164.73	112.67	129 52	129.52	-0.5	1.89	169.06	164.90	112.90	130,12		173.79	142.25	
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taly (59)		71.42	48.85	56 15		0.0	1.76	73.72	71 <b>9</b> 0	49.23	56.74		82.71	65.45	
Japan (482)		141.88	97.04	111.56		-0.8	0.79	146.45		97.60	112,72		184,82	137,75	
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Netherland (19)		272.01	186.05	213.87	210,31	0.8	3.28	275.74	268.95	184.14	212,23		283.23	228.30	
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فقتت إجرار

One is the assumption, widely held across society and supported by a plethora of literature, that we are entering the age of the flexible labour market and that the smooth career path to retirement is over. This model of work portrays increasing numbers of people in future as hunter-gatherers, hungry freelances foraging for work and moving from project to project,

However, Business Strategies, an independent private consultancy, has just published a study of the UK labour market which appears to demonstrate that the assumption rests on shaky foundations. It found the proportion of employees in permanent, self-employed, temporary and part-time work had not changed significantly in the past 10 years and predicts no great change over the next 10 years.

For example, some 85 per cent of the working population had full-time jobs in 1985; in 1995, the proportion had dropped to 82 per cent. By 2005, according to the con-sultants' calculations, it will be 79

As for the growth of part-time

corporate financiers.

# JOBS: The labour market is growing increasingly complex and difficult to interpret Realistic picture of work remains elusive

ingly, the report takes issue with the assumption that part-time employment is undesirable. It quotes earlier research which suggested that most part-timers work this way by choice. It also

reports a high degree of job satisfac-tion among part-time employees. Although the number of temporary workers is growing fast, their proportion of the workforce will remain in single figures well into the next century - 8 per cent, com-pared with 5 per cent in 1985. Yet despite such figures, Business Strategies still felt constrained to predict a big increase in flexible working. It is almost as if there is an unconscious acceptance of the spread of flexible working in spite of evidence that shows it is not happening on any great scale. Is this part of some greater delusion among the workforce generally, fed by gurus and leading to employment policies exe-cuted unquestioningly by management? Could this help in some way to explain the puzzling phenomenon that is rather clumsily described as

Management theorists, promoting

lack of feel good factor?

order to maintain competitive edge, have ushered in patterns of human resource management designed to wring the optimum performance from the smallest number of people capable of doing the job. If the company cannot get the best out of its own people, then it can go outside for skills - and when the contract workers are worn out, it can get some fresh ones. Little wonder that there is uncertainty and unhappiness among people who are perfectly able to do their jobs, yet who are constantly looking over their shoulders at whether theirs will be the next job to go.

Businesses have been developed on both sides of the Atlantic that depend on changing work patterns for their existence. Solutions can be bought off-the-shelf from career development counsellors, stress counsellors, outplacement agencies and those for interim executives and part-time professionals. Job-get-ting is a multi-billion dollar industry in its own right. But much of the industry has a vested interest in the movement of employees in and out of work. It needs turnover.

There are many good aspects of this industry, as it helps to ease the flow of talent from one job or busi-ness to another, but it tends to use and stress the language of change. The organisation of work has also attracted original and inspiring thinkers such as Charles Handy, whose outline of the portfolio career, comprising separate pieces of freelance work, appears convincing, particularly when viewed against a proliferation of contract work in the computer systems

But such ideas, stimulating as they may be, need to be tem-pered by analysis. Only when observation is matched to statistical evidence do the trends in changing work patterns begin to be visible. The Business Strategies' study seems to indicate that while some change is happening, it is gradual and not necessarily permanent.

In spite of its arguably over-bold prediction on flexible working, the study makes a useful contribution to the research of working patterns. In an attempt to explain the lack of change overall in job turnover fig-

job-changing in the 1960s may have been voluntary, whereas today it may be increasingly involuntary leading to less job security. So, while the headline figures may be similar, they could disguise differ-

ing employment trends. On the increase in temporary employment, the study ventured that social obligations may be working against permanent employment, While the direct wage costs of tem-porary staff are often higher than those of permanent staff, there tend to be fewer social costs, such as sick pay, holiday pay, pensions and redundancy money. Although there is little statistical

evidence to say whether or not the labour market is undergoing a large-scale sea change, there are pointers from the economic upsurge of the 1980s and subsequent recesgion of the 1990s.

The growth and later decline of the numbers of self-employed is an example. Self-employment surged in financial and business services and construction in the 1980s, but then fell back sharply in the harsher 1990s. The numbers of self-employed

nearly 19 per cent during the last recession. The picture, then, is one of short-term fluctuations rather than of lasting change.

Much of the temporary and part-time work recorded in the research is low paid: it found that no more than a quarter of part-time women were earning more than £6

f anything, the research seemed to support a picture of a two-tier society. Better-off households often have two wage-earners in combinations of full-time and part-time jobs, while other households struggle with a series of lower-paid temporary contracts. As the study says: "There is a trend towards 'work rich' (and thus 'wage rich') and 'work poor' households. Partners will either tend to both be in a job, often with one full-time worker and one part-time, or they will both be out of work - encouraged by current social security

There was some evidence of a growing group of professionals, such as accountants, in temporary work, often commanding higher salaries to compensate for the lack of accompanying social benefits. Whether this is strong enough to point to the birth of the portfolio career, however, is debat-

What does seem clear is that the labour market cannot be captured in a few simple headlines. It seems too early, from the evidence of this latest body of research, to discern a long-term trend that can be distinguished from the short-term changes resulting from the fluctuating economic cycle.

 The report also looks at job patterns in some UK regional financial centres. Many of these centres appear to have captured domestic growth in financial services from London, which, nevertheless, has successfully consolidated its role as an international financial centre.

Among the most prominent regional changes have been a fall in banking and insurance jobs in Manchester and growth in these sectors in neighbouring Cheshire. Glasgow is losing insurance jobs but will make up for these with new banking developments.

Labour Market Flexibility and

Financial Services is available from Business Strategies, 192 Vauxhall Bridge Road, London SWIV IDX, price £7,500 plus VAT.

Richard Donkin

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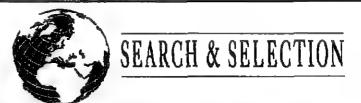
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middle, antrepreseurial spirit and ethics. Grain trading experience is advantageous although other commodity. trading skills will also be of interest. You will be working for a growth orientated multinational corporation,

where you have all the resources to take advantage of apportunities without the bureaucracy of an

untrenched institutionalised environment. The potential to progress to Trading Dosk Munayer exists for the right person. Ref: 0465

We are also interested in commercially orientated graduates, preferably with some sales or trading experience in Central or Eastern Europe, to ioin the international training aroaramme.

### TOP OPPORTUNITY IN BOND SALES

Pro Capital is a specialist organization in the institutional clients all over the world.

We are looking for high schieving individ

corporate bonds: investment grade, high yie

emerging markets

Openings also exist in other areas of capital markets.

Applicants must have successful bond sales and/or relevant Capital Marks We can offer outstanding performance based remuneration

work environment. EC nationals or EC work permit required. Please send your resume or call confidentially: Oliver R.Froment, Managing Director, Pro Capital Ltd., CSC, 2 London Wall Buildings, London Wall, London ECSM SPP, Tel: 071 828 4200 (after 6 pm), Fex: 071 826 0870.

### Analvst

Eastern Europe

An Analyst is required for one of the leading Fund Managers active in the Eastern European market. The ideal candidate will possess a degree and have a minimum of two years' experience of company analysis in Eastern Europe. Fluency in English and at esst two other European languages is required."

Applicants should reply, enclosing their CV to Box No 5297 Financial Times, One Southwark Bridge, London SE1 9HL.

FARN WILLIAMS

An opportunity for a native

the fast expanding fluster

multinational as Agricultural

Commodities Trader based

You will have responsibility

for building a customer base

of grain buyers, buying and

seiting grain and oilseeds

and giving guidance to the

grain origination team. You

will need to ensure logistics

and forwarding are properly

In their Moscow office.

subsidiary of a major US

Russian speaker with 3

years plus international trading experience to join

# Head of Structured Equity Derivatives Marketing

### **Johannesburg**

A unique opportunity to play a key role in the development of an expanding equity derivatives business in South Africa. On behalf of this major South African organisation we wish to appoint a high calibre individual to build a structured equity derivatives business.

### The Role:

- To establish a sound flow of business in Europe and South Africa, taking a hands-on approach to meeting client demands. structuring South African equity derivatives products.
- To promote the organisation as a provider of equity derivatives by implementing innovative structures for clients, developing new products for the bank and transacting substantial business in the marketolace.

### The Candidate:

- A high calibre graduate with at least six years' experience within the listed and OTC equity derivatives business.
- Strong technical skills and a clear understanding of equity derivatives and their related products.
- The ability to build a profitable client base by strong marketing and presentational skills.

This challenging position offers substantial career prospects within one of the fastest growing derivatives markets in the world. The division is backed by substantial financial commitment and this will lead to significantly greater responsibilities. An excellent salary and benefits package is available, commensurate with experience and qualifications.

For a confidential discussion contact Tim Sheffield. Telephone: 0171-236 2400. Fax: 0171-236 0316 or apply in uniting to: Sheffield-Haworth Ltd., Prince Rupert House, 64 Queen Street, London EC4R 1AD.

### SHEFFIELD-HAWORTH

## Fixed Interest Fund Management

### City Based

NPI is a major pensions provider with \$13 billion in assets under management. As part of its strategy of being recognised as the retirement Investment House it is further strengthening its sent arm and seeks to employ two experienced portfolio managers to join its existing

## Fixed Interest Portfolio Manager Fixed Interest Portfolio Manager

(Overseas)

Reporting to the Head of Fixed Interest, you will each be responsible for a number of funds as dertaking research and analysis for input into the company's investment strategy. These challenging positions are central to our corporate strategy and call for highly motivated it iduals with good interpersonal and presentational skills. You should have a good degree in mounter or another numerate discipline, a clear analytical approach to investment and must

have a proven track record of 5 to 10 years experience in fixed interest fund ma

ive salary and performance related. pay acheme reflecting the importance of both positions are offered and the attractive benefits package includes company car, subsidi mortgage, non-contributory pension a

To apply, send your CV to Tricia Catford, Human Resources, NPI, Grove Hill House, Grove Hill Road, Tumbridge Wells,

Kent TN2 1SB.



PROVIDING PENSIONS **SINCE 1835** 

# Fixed Income Sales

### Excellent Salary + Bonus + Benefits

We are acting on behalf of a major European Bank who as part of their continuing expansion seek Fixed Income Sales people to enhance their existing Bond Team.

Responsibilities will include the distribution and sales of multi-currency Bond issues to a portfolio of institutional and retail clients in the UK and Continental Europe.

Candidates must have a sound academic background, fluency in a second European language and a successful track record of developing client relationships within a Fixed Income sales environment. These pro-active roles require individuals with strong analytical and communication skills coupled with a high level of self motivation.

For a confidential discussion please contact Keith Snow. Telephone: 0171-236 2400, Fax: 0171-236 0316 or apply in writing to Sheffield-Haworth Limited, Prince Rupert House, 64 Queen Street, London EC4R 1AD.

Consultants in Search and Selection



EUROPEAN MONETARY INSTITUTE

### TWO INFORMATION SYSTEMS AUDITORS

opean Monetary Institute (EMI) was established on 1st January 1994 with its seat in Frankfurt an Main. The EMI's function is to on the co-operation between its members, the central banks of the European Union, and to prepare for the establishment of a future a Central Bank. The EMI currently employs approximately 200 staff members and has its own terms and conditions of employment, g a competitive salary structure, pension plan, health insurance and relocation benefits.

The EMI is looking for candidates to fill two positions as information Systems Auditors in the Internal Audit Office at very short notice. One vacancy is for an information Systems Auditor (Projects) who, under the supervision of the Head of Internal Audit, will participate in the sunditing of major IT projects under development. The successful candidate will be experienced in the area of payment systems, the auditing of large information systems projects from design to implementation, i.e. throughout the project life-cycle and will have an in-depth knowledge of Wide Area Networks (X25, ISDN, S.W.I.F.T.) He/she will also be familiar with the investigation of systems security, specifically network security.

The second vacancy is for an <u>Information Systems Anditor (In-House Systems</u>) who, under the supervision of the Head of Internal Andit, will be responsible for the auditing of in-house systems and IT projects. The successful candidate will have experience of installation reviews, ideally in VAX/VMS, UNIX and Novell environments. He/she will be familiar with networks (LANs and WANs), and have good experience of TCP/IP and Novell IPX. He/she will also be familiar with the investigation of systems security, specifically network security.

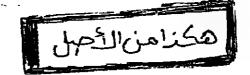
The positions will be on a fixed-term contract basis and candidates must be a national of a Member State of the European Union

onal emperience of between 2 and 5 years as Junior IS Auditor, preferably in the banking sector, or as an IS Engi

Howeledge. CISA would be an advantage.

Good communication skills, self-motivation and a sense of invitative.

tical knowledge of the smodard Microsoft Office Automation packages (MS DOS 6.2, MS Windows 3.1, MS Office Professor in English and proven drafting ability in that language; a command of German would be an advantage.





Our client is a prestigious global banking organisation. Enjoying sustained profitability, an excellent credit rating and an enviable client base, it is one of the strongest and most stable forces in international investment banking and securities trading.

Headquartered in Zurich, the global product control function is being developed to enhance the quality of support and analysis provided to senior management and to the trading businesses. The current need is to strengthen capacity by adding talented people to the existing team. There is sufficient flexibility to accommodate individuals with levels of experience potentially as diverse as two to ten years. The key attributes sought include:

- Intelligence, numeracy, IT literacy and analytical skills.
- Product understanding, ideally of fixed income, commodities or
- Experience of product control and/or operational risk management, to include P&L reporting, portfolio valuation and risk monitoring. Knowledge of option theory and economic analysis would be ideal.
- Business understanding, organisational ability and relationship management skills.
- Maturity, credibility and the potential to progress.

As a gifted graduate and probably a qualified accountant, you will have the confidence to deal with colleagues and business managers at all levels and the capacity to add value from a business development perspective. You will be fluent in English; some German would be useful. A minimum three year commitment to Zurich is needed. In these high profile, business focused roles, remuneration will not be a limiting factor and career development prospects are excellent for individuals of the high quality required.

Please write to Janet Bullock at BBM Selection, quoting reference 379 and enclosing a full Curriculum Vitae that includes contact telephone numbers. All applications will be treated in the strictest confidence.

76, Watling Street Loadon EC4M 9BJ



Tel: 00 44 171 248 3653 Fax: 00 44 171 248 2814

### Senior Salesman - International Bond Sales

Commensurate with position Superb position within a global investment bank based in London

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PENSIONS

1835

TO SERVE SERVE

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- Major UK based international investment banking group
- Stable, profitable, prestigious The position
  - The principal aim of this position is to work within a global investment t
- US customer base of leveraged accounts and total return money managers The position will also entail the production of cash, derivatives, FX and futures business
- Create trade ideas for the customer base
- Qualifications The individual requires a solid US account base
  - Proven sales experience in International Bond Sales Excellent technical and cross market selling skills are essential
- Educated to degree level in finance or economics, MBA desirable

Please contact Benjamin Anderson on 0171 379 3333, or Michael Neame. Alternatively send or fax an up-to-date CV to Robert Waiters Associates, 25 Bedford Street, London WC2E 9HP Fax 0171 915 8714

### Senior Trader - European Government Bonds

Commensurate with position

Superb position for a seasoned trader (not solely a proprietary position) within a global investment bank based in London

The Company

- Major UK based international investment banking group Stable, profitable, prestigious
- The position
  - The principal aim of this position is to work within a team of European Government Bond traders servicing an international client base
- The post will require the positioning of relative value trades and advising front book traders on cross-book positioning
- Work with both the front book traders and the sales desk to facilitate retail flows
- Onalifications
  - The individual requires proven customer experience
  - Thorough knowledge and established track record in trading European Government Bonds is essential
  - with particular experience in arbitrage strategies most notably in Germany & Italy Experienced in utilising derivatives to help create strategies
  - Technical experience with a degree in finance, MBA desirable

Please contact Benjamin Anderson on 0171 379 3333, or Michael Neame. Alternatively send or fax an up-to-date CV to Robert Walters Associates, 25 Bedford Street, London WC2E 9HP Fax 0171 915 8714

## **NON-LIFE ACTUARIES**

Two exciting opportunities in a creative environment Excellent career prospects

### City of London

Competitive Packages

The Company
A leading international reinsurer with global operations. Recent changes have led to opportunities for two
experienced and creative property/casualty actuaries.

The company has placed great emphasis on the sound pricing of its products. Reporting to the Actuary, General Business and operating at the leading edge of actuarial practices this role is to spearhead the pricing and reserving function. The successful candidate will be expected to lead projects in the pricing and financial framework areas.

in response to the changes in the global risk and financial markets, the company is looking to develop new approaches to reinsurance. This role is to work as part of a small, highly skilled team to develop

 Qualified actuary, with significant non-life experience.

· A creative thinker.

**Onallifications** 

- Excellent technical skills.
- · Ability to develop and apply computer models to assist with developing solutions.
- A team player with excellent communication skills and persuasive abilities.
- · Willing to work hard and have fun.

innovative alternative risk transfer techniques. For an initial discussion in complete confidence call Barbara Schönboler on 44(0)171-236 7307 or send details to 20 Cousin Lane, London EC4R 3TE. Fax 0171-236 7705.

> STEPHENS SELECTION



Our client, one of the best known and reputable names in global financial services, wishes to augmen their highly respected and professional Compliance department. Working within a S.F.A. regulated environment you will be degree educated and able to demonstrate excellent communication skills. Additionally you will be proactive, diligent and able to represent the department at all levels of the organisation. Both roles will suit individuals who are committed to a career in Compliance.

### COMPLIANCE OFFICER

The ideal candidate will have 23 years relevant experience, probably with an Accounting background. Your role will be to monitor securius truding activity owering all product areas, including derivatives. You will also conduct compliance reviews, assist in the preparation and updating of procedural manuals and effectively and efficiently respond to day to day queries from the operating

### COMPLIANCE ASSISTANT

Acting initially as the personal assistant to the Clobal Head of Compliance, your main function will be to assist with the co-ordination of the compliance effort in all securities and investment banking operations world-wide. It is invisuged that after a period of some 12-18 months, the candidate would progress to a Compliance

The attractive salary and benefit package will depend on experience and all enquiries will be treated in total confidence. If you are interested in either role, please apply, quoting the appropriate reference and enclose a copy of your CV Inc

Sammons Associates

POUPART HOUSE, 46 FISH STREET HILL, LONDON EC3R 6BR

Tel: 0171-293 7040 Fax: 0171 623 6011



## **European Financial Institutions**

Words to Addition that were

Excellent Package

Our client is one of North America's leading banks, providing an innovative range of capital market, derivative and credit products. Sustained growth in Europe has given rise to a number of existing opportunities to join this highly regarded ream within trading room credit risk management.

### Relationship Manager

- Responsibility for all counterparty/issuer related risk for trading business with a portfolio of European industry sectors and countries.
- To proactively manage both complex and higher risk credit requests on a highly responsive basis.
- Evaluating new and existing counterparties/issuem involving significant client contact. Lisising with trading room marketing groups to

determine level and nature of risk. Candidates must possess strong credit skills with a minimum of five years experience. In addition, you should have excellent communication and presentation skills together with the ambition and motivation to

### Credit Risk Analyst

- Responsibility for supporting the development of credit relationships with European financial institutions, with particular emphasis on Germany.
- Preparation of applications with recommendations for credit limits for new and existing business.
- Assisting in the development of relationships with new counterparties.
- Maintaining a portfolio of counterparty and issuer names primarily in Germany and Central Europe. Candidates must have a minimum of two years relevant experience and should be fluent in the

German language. You should also have the ability to

work as part of a team, in a dynamic and pressurised

succeed in this growth area. The remuneration packages for these roles are excellent, comprising an attractive base salary, performance bonus and banking benefits.

Interested candidates should telephone Simon Lewis on 0171 831 2000 or write to him enclosing a full curriculum vitae at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH. Fax: 0171 405 9649.



Michael Page City London Paris Frankfurt Hong Kong Sydne



### LE FONDS DE DEVELOPPEMENT SOCIAL DU CONSEIL DE L'EUROPE

INSTITUTION FINANCIÈRE INTERGOUVERNEMENTALE REGROUPANT 24 PAYS racharche

# 4 cadres haut niveau

BILINGUES : ANGLAIS + FRANÇAIS - NATIONALITÉ EUROPÉENNE

### RESPONSABLE DE ZONE A LA DIRECTION DES PRETS

Agé de 35 ans ou plus, de formation supérieure en Finances et les projets concernant une zone géographique de 6 à 9 pays

stion, vous avez une expérience confirmée du financement de européens. Vous aurez en charge les propositions de financement grands projets. Vous evez travaillé dans un environnement international au sein de banques ou établissements financers, ou comme "Loan Officer" dans une Banque de Développement.

Vous serez responsable de l'unité (3 à 4 collaborateurs) qui pilota jusqu'eu bilan après méalisation. (réf. RZ/F)

### E CONSEILLER TECHNIQUE, EXPERT DEVELOPPEMENT SOCIAL

Sociales, Economiques ou Démographiques, vous avez une expérience confirmée des projets dans le domaine de la santé, de l'éducation ou des mouvements de population. Vous avez travaillé, si possible, dans une Banque de Développement et connaissez les méthodes d'évaluation et d'analyse coût/efficacité des projets ou des programmes nationaux.

Agé de 30 ans ou plus, de formation supérieure en Sciences Etant le seuf expert du développement social au sein de l'écube des conselliers techniques (4 agents), vous serez responsable de l'appui technique sur tous les projets de ce secteur, depuis l'instruction (évaluation des besoins, laisabilité du projet, validation des données technico-économiques, etc) jusqu'à l'achèvement et l'évatuation des résultats, (réf. CT/F)

### ■ ECONOMISTE

Agé de 28 à 35 ans, de formation supérieure en Économie, vous avez une expérience minimale de 3 ans de type "Country Economist" dans un Centre d'Etudes Economiques public ou privé, une organisation internationale de développement ou un

Au sein du Département des Etudes, vous serez chargé de l'anslyse et du suivi de la situation économique et sociale des 5 à 10 pays prioritaires pour l'Organisation. Vous réaliserez les synthèses permettant de définir les grandes orientations de la politique de projets et d'éclairer les choix sectorlels et géographiques. (réf.E/F)

### ■ RESPONSABLE DU DEVELOPPEMENT AU SERVICE INFORMATIQUE

Agé de 28 à 35 ans, de formation supérieure en informatique, vous avez une expérience minimale de 5 ans dans la conduite de projets informatiques dans le socieur bancaire. Vous avez rédigé des cahiers des charges, réalisé des analyses fonctionnelles, mis en place des applications et formé les utilisateurs. Vous connaissez

également les métiers de la banque. Venez participer à la définition nouveau schéma directeur et à la reforte intégrale des systèmes d'information. Vous assurèrez la coordination des projets, le suivi et le contrôle des prestataires extérieurs. (réf. RD/F)

Les quatre postes relèvent d'un statut de fonctionnaire international.

Merci d'adresser votre dossier de candidature (CV + rémunération actuelle + n° de téléphone), en précisant sur l'enveloppe la référence du poste choisi, à Communiqué, 50/54 rue de Sitly, 92513 Boulogne-Billancourt Cedex.

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> contact Toby Finden-Crofts +44 0171 873 3456

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Mathematician/Physicist/Engine er with 1st/2:1 and Ph D.M.Sc. plus 1 year's Capital Markets experience to work in top U.S. nyeumani Bank

> Please contact Carl Baum. Tel: 0171 972 0150 Fax: 0171-972 0151

### GENERAL MANAGER, SECRETARY

Prestigious Golf & Country Club seeks top class Manager/Secretary. Age 45/55. Salary £25k neg. Accommodation, F. Board provided - no children.

Apply with CV to: The Chairman, Dyrham Park Golf & Country Club, Galley Lane, Barnet, Herts EN5 4RA

### APPOINTMENTS WANTED

### BOOMING CUBA

Young, hardened MBA fluent in English Spanish and French with contacts in Cuba and 4 years multifaceted erience in Europe, Eastern Europe and C.I.S. looking for a position in a booming Cuba. Excellent references

Contact: UK Tel (44) 1276-61068 Pax (44) 1276-677-678

### SENIOR INSTITUTIONAL SALESMAN

Switzerland

With over 500 offices in 70 countries worldwide, Société Générale plays a significant role in all key international markets offering a comprehensive range of products and services in capital markets and investment banking. As part of the continuing development of the Fixed Income division in London we are looking to recruit an of fixed income products, including option strates and emicrored deals into the Swiss market, provide comment on the market significance of econor developments, advise on vield curve and spread developments, and develop cross currency flows for clients.

Candidates should be/have: ■ at least 5 years' experience in the Fixed Income market ■ an established client base including major Swiss asset

■ a good communicator and ream player speak French and preferably Swiss/German fluently Applicants should contact: Amanda Whiteford, Director, Head of Personnel, Societé Générale, Exchange House, Broadgate,



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## **GRADUATE TRAINEE**

"CLAIMS ADMINISTRATOR"

A premier commodities group with substantial oil trading, refinery and production interests, seeks ambitious recent graduate to take an initial training

assignment leading to an opening within the Claims

Department.

2 Excellent - - - + Bonus

You will possess at least 2:1 or better in an Economics/ numerate/financial/legal degree. Have good communication skills, be computer literate, precise, able to handle details well and preferably able to understand contract terms. Acumen to succeed in a challenging but highly rewarding environment and be able to start quickly. 1-2 years oil industry experience an advantage but not

Write to Box A5296, Financial Times, One Southwark Bridge, London SE1 9HL

HENDERSON

## **Business Development**

### **Financial Administration Services**

**Excellent Salary Package + Bonus** 

Two outstanding opportunities for highly-professional business developers to join a successful team with prestigious client list.

THE COMPANY

- Henderson Administration Group plc is a leading provider of high-quality funds administration services premier institutions in the UK and Europe.
- Turnover built to over form in five years. Expansion of external services is a key element of Group strategy. Services delivered from well-established operations in London and Luxembourg.
- THE POSITIONS Two excellent opportunities exist for sales people in
- · One position focusing on winning business for Luxembourg office; principally administration of offshore funds and private client accounts.

expanding London-based ream.

 Second role developing strong market position for administration in UK of investment trusts, PEPs and private client accounts

 Maximise opportunities from excellent foundations hid by present team, goodwill of existing clients and Henderson's reputation in marketplace.

QUALIFICATIONS ◆ Both positions demand professionalism, focus, energy and tenacity. Highly-motivated, performance-driven,

effective team players. Track record of successful sales activity and ability to close deals, preferably in the professional service sector, essential. Knowledge of financial products administration an advantage.

European languages and PC skills desirable.

Please send full cv, stating salary, quoting ref FS60207FT for UK, or ref FS60208FT for Luxernhourg, to NBS, 10 Arthur Street, London EC4R 9AY



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## **BUSINESS ANALYST**

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HUGHES INTERNATIONAL GOING

Hughes International GmbH, a subsidiary of General Motors Hughes Electronics, develops and manages globally integrated training programmes for internationally operating companies, as

naw and growing markets. Your area of responsibilities will include conducting broad-based financial activities such as: supporting strategic pricing activities by analyzing costs and revenue, budgeting and planning, and

well as military and civil services. We are now developing into

The ideal candidate should possess a degree in Finance or Business Administration and at least 6 years of finance related experience preferably in a large manufacturing company. We expect high

preparing actual to budget enelysis.

competency in computer skills such as financial modelling using Excel or Lotus. Systems or database management experience

Based at European headquarters near Frankfurt, you can expect an attractive compensation and benefits package and the opportunity to work in a dynamic team environment within e broad multicultural and fast expanding organisation.

> If you are looking to join the largest global training company please send your résumé, a photograph, current salary and availability to Hughes International GmbH, Human Resources European Headquarters, Eisanstrasse 2-4, D-65428 Rüsselsheim, Germany.

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### Senior European Coverage Trader

Instinct, a subsidiary of Reuters Holdings pic since 1987, with annual revenues exceeding £200 million, is one of the world's most active securities brokers. Combining advanced technology and traditional brokerage, instinct beips fund managers, brokers, market makers and exchange specialists achieve best execution in over 30

Instinct executes client trades in all European markets and has established offices in Frankfurt, Paris and Zurich to facilitate business in these Countries. Due to the rapid growth of business in European markets, instinct seeks an experienced sentor European Coverage Trader to service UK and European institutions from London, in those markets where Instinct does not currently have a presence.

The ideal candidate will have at least 5 years experience covering the main European markets, either with an established institutional broker and/or a buy-side institutional dealing desk. Whilst the technology that Instinct uses is not complex, candidates should be PC literate and have a sound working knowledge of Microsoft Excel and its use in dealing rooms. Candidates should be self-modysted and easer to participate in rapidly growing and evolving European business

An attractive remuneration package is offered

Mr Lealle J Brady MSI

London E1 9UN

All responses will be dealt with in confidence. Strictly no agencies

### Human Resources Management - Investment Banking

Our client is one of the top ten financial institutions in Germany, a successful and profitable bank with both a strong local focus as well as an established internationai presence.

The Human Resources Group of this organisation is seeking a

### PERSONNEL MANAGER INVESTMENT BANKING

We are looking for a Human Resources Manager with proven investment banking experience. The successful candidate will act as adviser/coordinator for the Investment Banking division in personnel decisions, planning, hiring and coaching personnel.

You will have an excellent university degree, be highly motivated and have considerable experience of investment banking. Priority will also be given to candidates with an international background.

If you are interested in joining a dynamic team in a major German city please send your résumé (quoting "Personnel Manager Investment Banking") to: Dr. Jäger Management-Beratung, D-61462 Königstein, Seilerbahnweg 14, Fax: 0049 61 74/93 62 11. For further information contact Sabine Weller von Ahlefeld, Tel. 0049 6174 / 93 62 - 0.

Dr. Jäger

MANAGEMENT-BERATUNG

### **SPECIALIST** SALESPERSON/ANALYST

One of the leading international Equity securities firms, is seeking to strengthen their strong franchise in the financials sector by recruiting a Specialist Salesperson/Analyst.

Main responsibilities will include communicating current

The successful candidate is likely to be educated to degree level and have completed 2/3 years training within banking/ insurance. This candidate will have strong written and oral communication skills, and the ability to develop creative and innovative ideas within a busy team-oriented environment,

Interested applicants should forward their application including cv to:

Box A5320, Financial Times. One Southwark Bridge, London SE1 9HL.

# EQUITY RESEARCH ANALYST

Candidates will not be expected to have a knowledge of investment crusts or offshore funds. However we do require individuals with a strong academic background who are able to demonstrate both excellent literacy and numeracy skills. An ability to work as part of a

We offer a varied and challenging career in a dynamic environment with significant scope for rapid progression. A highly attractive remuneration package will be affered to the successful candidate which

erested applicants should send their curriculum vicae to

## Marrill Lynch, the leading International equity accurities firm, is seeking to recruit an Analyst to join its Investment Trust team.

Merrill Lynch's Investment Trust ream has built up a strong reputation, based on high quality research. We are looking for another individual to join this highly successful ream. Specialising on offshore country funds, this person will eventually be given responsibility for producing research reports and investment recommendations on over £20bn worth of funds.

reflects our commisment to rewarding individuals for their contr to the overall success of the business.

Andrew Walker, Personnel Manager, Merrill Lynch, 30 Farringdon Road, London EC1M 3NH.

Merrill Lynch

# **Fixed Income**

## Research

**NOMURA** 

Econometric opportunities in Financial Services

Nomura International Pic is the European operation of one of the world's largest investment banks. It has a presence in all the major European financial centres with Headquarters in London. The Debt Markets division covers the fixed-income related product range and includes European Government bonds and Eurobonds.

A specific research group has been established to provide tactical support to the division and research products to clients. This group now has a requirement for a The jobholder would support applications in the analysis

and forecasting of financial and econometric timeseries. Applicants should therefore be conversant with the most recent techniques for parametric estimation, modelling and simulation of processes such as inflation, interest rate and exchange rate subject to discrete and continuous times.

in addition to these technical skills the successful applicant will also be able to demonstrate an ability to work easily within a team and convey complex ideas in an undersandable manner.

Excellent Salary Banking Benefits

London Based

salary the Company offers a range of Services benefits. made with full (V and covering letter to Nicola Robertson Human Resources ational Pic

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London ECIA 4NP

### Global Investment Organisation PORTFOLIO ANALYST: CLIENT SERVICES London

This is a unique opportunity to join a new global fund manage organisation which has been formed through the acquisition of a leading asset-allocation firm by one of the world's largest investment managers. The European Client Services Director of this new company, Cursitor Alliance, seeks a numerate enthusiastic individual to work in the client servicing team as a portfolio analyst.

To be responsible for maintaining and analysing performance statistics for the range of products managed within the group. To carry out portfolio analysis in response to client requests and for product design.

The Requirements:

The candidate should be educated to degree level with preferably a mathematical background and be numerate and logical. They must be computer interate, a good communicator, and work on their own initiative. They should have two years work experience preferably, but not

if you are interested in this position please send your C.V. with current salary details to: Tanja Linderoos, Cursitor Alliance, 66 Buckingham Gate,

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Instinct UK Limi Commodity Quey
East Smithfield





National Bank of Bahrain is the leading commercial bank in Bahrain with assets in excess of USS 2.5 billion. The bank maintains strong relationships with the prime public and private sector in extending corporate banking services to the wider GCC market. To consolidate and strensthen its corporate banking business, NBB invites applications from outstanding professionals for the key management position of:

### Assistant General Manager, Corporate Banking

As Head of the Corporate Banking division, direct and control the bank's wholesale/institutional banking and investment activities in Bahrain, the Gulf region and internationally to achieve asset growth and earnings targets.

Lead a team of experienced senior relationship officers in managing the requirements of major companies operating in the industrial, commercial, trade and services sectors.

Identify and analyse market trends, develop and implement effective strategic business plans to ensure attainment of profit objectives.

Position requirements: Graduate with a masters degree.

At least 10 years experience as a senior marketing officer with a first-rate regional / international financial institution.

Exposure to project finance and loan syndication activities.

Demonstrated skills in marketing, finance and credit management. Strong leadership, planning and analytical skills.

Sound working knowledge and experience of GCC markets would be advantageous. Fluency in English and Arabic.

NBS offers an excellent remuneration package plus additional benefits.

Please forward your application to: Senior Manager, Personnel Administration National Bank of Bahrain ve. P O Box 198, Manama, Bahrain

# Ingénieur financier

ADJOINT AU RESPONSABLE DE LA CRÉATION D'OPCVM Au sein de notre Direction des Gestions Mobilières, vous serez responsable du pôle financier pour

la création des OPCVM. Votre équipe, constituée de 4 collaborateurs, aura un rôle de proposition,

d'innovation sur toute la gamme des produits de gestion diffusés en France et à l'étranger. Vous travaillerez en relation étroite avec les membres du pôle réglementaire chargé de valider les aspects juridiques des produits. Vous aurez à concevoir l'offre commerciale des gestions mobilières à partir des besoins exprimés par les équipes rechniques financières, et exercerez une veille permanente sur le marché et la concurrence.

Diplômé d'une école d'ingénieurs ou titulaire d'un troisième cycle univer-sitaire, vous maitrisez parfaitement l'anglais, votre expérience professionnelle de 5 à 7 ans vous a permis d'acquérir une bonne connaissance des instruments financiers, des produits dérivés et des OPCVM. Une expérience réussie dans la création de produits du même type sera un atout supplementaire. Merci d'adresser lettre de motivation, CV et prétentions, sous réf. CF/RCP, à Corinne Fondecave. Société Générale, Service du recrutement, Espace 21, 92972 Paris-La Défense.

est active dans tons les métiers de la banque

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et de la finance.

### **ACCOUNTANCY APPOINTMENTS**

### Central London

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c£50,000 + Car + Bonus

Our client is a highly successful international organisation which has a proven track record of growth by acquisition and investment. The strategy of the group is to acquire well established manufacturing companies in secure markets and to then provide investment and management leadership to improve performance. The group is ambitious and will continue to grow from both acquisition and profit improvement.

As part of a small head office team, this position will involve monitoring the performance of a portfolio of subsidiaries. The emphasis is to gain a thorough understanding of their businesses so as to be able to contribute to their development and to report on their performance. There will be close involvement with senior management at subsidiary and group level.

The ideal candidate will be a qualified Accountant with a strong academic background, aged between 28-35 years with at least two years commercial experience preferably from within a manufacturing background. The individual should have excellent presentation and communication skills and show the energy and enthusiasm to thrive in a challenging environment

The package will include a salary dependent on experience, a company car and the opportunity to participate in the executive bonus scheme.

For further information in the strictest confidence, contact Raj Munde, on 0171 240 1040. Alternatively, send your résumé quoting reference number 2049/09 to Morgan & Banks PLC. Brettenham House, Lancaster Place, London WC2E 7EN, Fax No: 0171 240 1052.

## Morgan & Banks

### Midlands

of £3 billion.

This major PLC with expanding international interests includes a range of businesses, covering hotels, leisure and branded drinks. Its products and services are recognised as market leading brands and household names in the UK and overseas. Turnover is approximately £5 billion; the balance sheet is in excess

Internal promotion has created an opportunity for a high calibre individual to join the Group as Head of Internal Audit with a brief to build on a newly introduced approach and accelerate the pace of change. You will work closely with risk management and Group companies to identify and manage key risks facing the Group and will ensure that Internal Audit maintains strong independence, integrity and control, whatever the commercial pressures. Exposure at the highest levels of the Group will be a prominent feature

### £60,000 - £65,000 + Package

A graduate ACA with between two and five years' PQE, you will have a "big 6" training, first time passes, an unblemished academic background and will be ahead of schedule for partnership or have recently moved into a comparable PLC from such a background. Rather than a career in internal audit, you are seeking a fast track to divisional finance director and beyond to the highest levels. Outstanding at managing people and change, you will be an excellent communicator, persuader and team player. You will be a self-motivating initiator with a determination to bring issues to a conclusion.

For further information in the strictest confidence, contact Raj Munde or Ian Dunbar, on 0171 240 1040. Alternatively, send your résumé quoting reference number 2047/11 to Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN. Fax No.

\$75K + CAR + RELOCATION

## Morgan & Banks

# FINANCIAL CONTROLLER

### AMSTERDAM, THE NETHERLANDS

Our client is one of the world's leading Food & Beverages companies. With operations in more than 150 countries the company generates a turnover of approx. NLG 10 billion and employs more than 20,000 people worldwide.

Due to strong expansion foreseen over the coming years they are now looking to strengthen their Financial Control department by recruiting a controller who will be reporting to the Director of Control. The aforementioned department focuses on assisting all levels in the corporation in optimising their (financial) performance.

Your main responsibilities will be:

designing and implementing policies and procedures in order to optimise and

realise long term strategical and operational planning by operating companies as well as Head Office:

- review and analysis of (financial) performance of operating companies and Head Office;
- innovating and upgrading management information systems.

assisting in acquisitions;

For this most attractive opportunity it is envisaged that the successful candidate will be educated to degree level with at least 8-10 years experience gained working for international businesses, being able to demonstrate excellent career progression within senior financial positions. There is a strong preference for candidates that have been exposed to the FMCG industry.

Excellent presentation, analytical and communication skills are essential as well as the ability to look from different aspects at the business. The business language is English, but a second European language is desirable. International travel will be required.

The group offers outstanding international career opportunities.

If you are interested in this opportunity, please contact Maurits A.N.M. Claassen on (31 20) 6444 655 or alternatively send your Curticulum Vitae to the following address: Robert Walters Associates, 'Rivierstaete', Amsteldijk 166, 1079 LH Amsterdam, The Netherlands, Par: (31 20) 6429 005, internet-manrits-classen@ams.robertwalters.com

wirefree

ROBERT WALTERS ASSOCIATES



### Acquisitive International PLC

# Financial Controllers/ **Directors**

### Throughout Eastern/Western Europe

£ Excellent Packages

Our client is a rapidly expanding, UK owned major industrial plc, with international activities covering over 40 countries. The company has an annual armover of £1.2 billion, an impressive record of profit growth and plans for future expansion.

They now seek to recruit a number of exceptional finance personnel to take up key positions throughout Europe. They will be responsible for all aspects of financial management including monthly reporting egainst strict deadlines, budgeting, financial planning, local statutory accounting and systems enhancer

Candidates will be qualified accountants with considerable UK experience, gained in either one of the major firms of accountants or within an international industrial entity. A thorough knowledge of UK GAAP is essential, and experience in treasury and taxation would be an advantage. In addition, they need to be highly computer literate, display a pro-active style and possess

excellent communication skills, being able to communicate in English and at least one other European language.

The group expects its finance controllers/directors to demonstrate general management skills; being able to identify issues, initiate actions and drive through solutions, not only in their function but throughout the business. Therefore, these positions offer substantial opportunities for the successful candidates to prove they can both manage a finance function and contribute to running operations, whilst developing a truly international career in this exciting and

Interested applicants should forward a comprehensive THEN in confidence, quoting reference 280595 to Hugh Everard, Director at Michael Page International, Page House, 39-41 Parker Street, London WC2B 5LH or fax on

+44 (0) 171 404 6370. Michael Page International

business planning & analysis

to £35,000 plus benefits Bristol

A M S T E B D A M

Orange is one of the best known wirefree mobile phone networks in the UK - and thanks to our dynamic branding, innovative products and emphasis on value for money, we expect very soon to be confirmed as the largest, with over 440,000 subscribers.

Orange is not only setting new standards in this market, we're establishing new directions for its development. We need Business Analysts of the highest calibre to play a major role in the evaluation of our strategic plans and to develop our financial analysis of business opportunities, new products and market developments.

We currently have at least two roles, one of which will concentrate on the evaluation of strategic opportunities, new products etc. The second role will analyse competitor activities, tariffs and market developments around the world.

Both positions will have a major input to our annual strategic planning and review cycle.



A qualified accountant (CIMA) or MBA with related work experience is essential (preferably from a telecoms background). You should have an open and flexible approach with the ability to produce high quality work under tight time pressures. Good communications skills are essential.

A fully expensed company car may be available to exceptional candidates. Relocation assistance will be provided where appropriate.

If you feel you have the appropriate qualifications and experience, please write including a full CV with salary details to our consultants: Ed Groombridge or Neil Wax, FSS Financial, 4a High Street, Windsor, Berkshire SL4 1LD. Fax: 01753 621877 or call them on 01753 621866 (evenings 0171

## CHANGE BELLEVIEW CHECK TO ENTERED BARURS

Deloitte & Touche, one of the world's leading accounting and advisory firms, provides professional services to clients in more than 120 countries worldwide. Early in 1995, as part of a worldwide initiative, a new Management Advisory Services division was created. It services the needs of fast growing companies in the middle market sector (turnover approximately £150m), providing, for example, Information Technology, HR consultancy, financial management and profit improvement advice. It is enjoying rapid growth and plans to double in size over the next three years. As a result, we have an immediate need to appoint consultants at all levels who have wide experience of IT and the marketplace for mid-range systems and accounting packages:

International Recruitment Consultants

London Paris Amsterdam Dosseldorf Frankfurt Hong Kong Sydney

You will have had a thorough grounding in IT gained through working in a disciplined environment on large scale IT projects but, crucially, know how to apply these skills sympathetically to the middle market. You will be adaptable and have the ability to explain technology solutions in lay terms, approach problems flexibly and fully understand the risks of mid-range implementations in owner managed businesses. You will be familiar with the main issues surrounding the systems development lifecycle including strategy, bespoke development, package selection and modification, networking, client server accounting systems and their impact on

Entrepreneurial flair and creativity are essential. You will have empathy

with the middle market and enjoy the challenges of working with dynamic owner managers.

You will be a graduate and very commercially aware. IT consultance with an accountancy background or accounting qualifications (with a minimum of two years post qualification experience) are ideal attributes. Also essential is your burning ambition to succeed in a division where only the promotable are employed. A very competitive remuneration package is offered.

To apply please contact our advising consultant Liz Hayward on 0171 626 2266 (daytime) or 0171 481 2864 (evenings/ weekends) or forward your CV to her quoting reference FIN/1403/6 at The Allison Partnership, Cannon Centre, 78 Cannon Street,
London FC4N 6HH. Fax: 0171 626 2277.

Deloitte &

MANAGEMENT ADVISORY SERVICES

c. £100,000 package + benefits

Blue-Chip Multinational

## **Divisional Finance Director**

a dominant market share worldwide, over 3,500 staff and six overseas manufacturing sites. Recen promotion necessitates the appointment of a commercially minded finance professional with a manufacturing background to join the divisional board. Operational and strategic role with international travel and excellent career prospects.

- Reporting to the Divisional MD, a plc main board Director, with full responsibility for leading a 30-strong finance function.
- Close involvement with operating management in commercial negotiations and business reviews. Particular focus on product and customer profitability to improve margins and service levels.
- Key contributor to the continuing strategic growth and development of the division including acquisition reviews and integration.

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communication skills. Potential to progress further in

Graduate, qualified accountant, with structured

training gained in a blue-chip environment.

Manufacturing and international experience essential.

Evidence of real ability to engage a management

team in critical review and lateral thinking in taking

on new ideas and initiatives. Able to facilitate change

in a determined but diplomatic manner. Dynamic Proven people management, interpersonal and

finance or general management

THE QUALIFICATIONS

Price Waterhouse

EXECUTIVE SEARCH & SELECTION



# Ever spent three months in a tractor

# factory outside Gdansk or

negotiated a joint venture in the Ukraine

or an acquisition in the Hunan province, China?

## **International Finance Managers**

Eastern Europe/Central Asia £65,000 + bonus + car West London

The wish list of many a finance professional . . . . . . would include a high profile role with a big multinational; a complex mix of wholly-owned operations, joint ventures and alliances; opportunities to get involved in exploiting new markets, acquiring companies and setting up operations to take advantage of shifting scenarios; and a chance to develop commercial controls for the joint ventures you have established.

One of the world's largest . . . . non-US industrial combines, our company has a US\$5 billion turnover. Currently No. 2 in the world in our market sector, we see significant potential for growth through therger, acquisition and alliance in Eastern Europe and Central Asia.

Your expertise and ambition can unlock this potential... ... because for some time now you have been mulling over how to find the right entry point to really make things happen for your career. You are probably mid-30's (to fit in with our succession planning); consider yourself as having a professional background - accountancy, hanking or industry, or perhaps a finance MBA; and you have three years worth of M&A exposure, be it due diligence work through to joint ventures. If this experience is rooted in the markets we are moving into, so much the better. You are at ease operating in multicultural environments ranging from highly sophisticated to the most basic and spartan; as comfortable dealing face to face as you are articulate in presentations. Beyond that, our wish list would be complete if you have that, our wish list would be complete it you have language skills and exposure to a non-UK work culture. Experience in the developing world would also be a plus and if you have an agricultural/industrial background with knowledge of selling products through intermediaries and independent distributors as well, that Your style is not . . .

... authoritarian, hierarchical and status minded. On the contrary - it is consensual, creative, flexible, thoroughly commercial and definitely enthusiastic with the desire to be part of an organisation that takes a global and longterm view. Beyond that, if you can combine a proactive sleeves-up approach with a professional demeanour; if you are a self-motivated and self-reliant team player who is tougher than the going; and if you are willing to travel for long periods to parts of the map that don't necessarily have room service . . . then we have a fit.

In return, what you get . . .

. . . is a career as opposed to a job; a European based group with a long term perspective; and a company that actually makes things as opposed to pushing paper around. As if that were not enough, our career/succession planning offers the genuine opportunity to make a switch over the next couple of years to a broader operational finance role.

Write to our advising consultants, David Hunter or Hamish Davidson, at the address below quoting reference L/1633/FT. Alternatively call David on 0171 939 5721 or Hamish on 0171 939 5312 for a discreet conversation about turning your personal wish list

Executive Search & Selection, Price Waterhouse, No 1 London Bridge, London

Fax: 0171-403 5265 Internet: David\_Hunter@Europe.notes.pw.com to £55,000 + bonus & benefits

European Distribution

## **Finance Director**

division of a UK quoted international group with a turnover in excess of £1.5hn. Challenging remit to support the Managing Director within a cost-efficient framework to underpin further European expansion. A rare opportunity to make a genuine contribution to strategic and operational management during a period of exciting change and growth.

- Responsibility for all aspects of finance and IT throughout Europe. Motivating and leading country finance teams and IT staff to provide a first-class financial management and control service.
- Actively involved in strategic planning, budgeting and reviewing key areas of the business, focusing on profit and working capital management.
- Contributing to the evaluation and close involvement in the integration of acquisitions throughout Europe, dealing directly with principals and co-ordinating third party advisors

THE QUALIFICATIONS

- Ambitious graduate ACA, aged 30+, ideally with a second business qualification, with excellent financial analysis and management skills gained in an international blue-chip fast moving, multi-site business. Fluency in French or German highly desirable,
- Diligent, hard-working and enthusiastic with the commercial talent to make a management contribution across the business.
- Competent, flexible and mature manager with firstclass leadership and negotiation skills and the resourcefulness to thrive in an open, entrepreneurial

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Germany

**Audit Director - Europe** 

General Motors was founded in 1908 and is now the world's largest industrial corporation with net income of USS 6.9 billion and employing about

700,000 staff. General Motors' product line includes Opel and Vauxhall passenger cars.

now seeking an Audit Director to be based from their Ruesselsheim (near Frankfurt) operations. Key responsibilities for the role will include:

GM's International Audit Group is

- to manage audits for a wide range of operating activities throughout Europe including audits of suppliers and dealers.
- to direct special projects and investigations.
- to recruit, develop and schedule audit personnel. to play an important role in the management
- team of the International Audit Group. to proactively interact with and present to top GM management.

For this demanding role you will have a risk-based audit approach with a minimum of 8 years large multinational company or Big 6 CPA/ ACA firm experience. You will be a graduate with excellent verbal and written communication skills,

> be well organised and possess strong auditing and analytical skills. Experience of managing and developing staff is essential as is fluency in English and German. International travel of approximately 50% is required as is a recognised professional certification.

An excellent salary and relocation package is offerred as well as outstanding career opportunities on a global basis in one of the world's most respected organisations. General Motors is an Equal Opportunity Employer.

Interested individuals will send a Curriculum Vitae, in English, to our advising Consultant Mr Kean August, quoting reference FT0039, on (Fax) +44 171 209 0001, or by post to FSS Europe, Charlotte House, 14 Windmill Street, London W1P 2DX UK. Telephone +44 171 209 1000

for a confidential discussion.

# Finance Director

### Havant

Our client is a £60 million turnover business and is the recently acquired UK subsidiary of a US hi-tech multinational which is anticipating substantial growth within the UK and by broadening the customer base across Europe.

■ There is a requirement to recruit a Finance Director who can build a stand-alone finance function and help take the business forward. Initial key aspects of the role will be to implement new accounting and reporting systems and ensure that the department works as an integral part of the business with the production of timely and pertinent management information.

 Candidates will be qualified accountants with senior level financial management experience gained within a sizeable manufacturing environment, preferably

£60,000 + car

with European activities. The successful individual must be able to demonstrate good staff management skills, successful implementation of systems and experience of foreign exchange management. U5 reporting knowledge would be advantageous.

■ Relocation assistance is available if appropriate.

■ Please send your curriculum vitae with current salary details and an explanation of how you meet these requirements to Carrie Andrews, Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting reference CA709.

**II ERNST & YOUNG** 

# Financial Analysis & Engineering Manager

### **Paris**

c 350,000 FRF

Our client is a worldwide telecommunications and information systems group. One of its business units (\$130 million) proposing services in these sectors is developing strongly and seek a high potential individual to support it's growth.

Reporting to the Financial Manager of this business unit, you will be responsible for all financial aspects of new bids. Key areas of involvement will be to: · Identify and estimate all financial risks and to

propose solutions in order to limit those risks. Build clever project finance mechanisms-

Candidates will be aged 30 to 35, graduate ACA, MBA or have an equivalent European

degree with a proven experience of five years in financial analysis and engineering and/or as an international financial controller. Good communication skills, international experience and strong mobility are essential as well as experience in telecommunications or High Technology sectors. Candidates must be fluent in English

Applicants should forward a full curriculum vitae including photograph, telephone number and current salary details quoting ref FLA13383 to Fabrice Lacombe at Michael Page International, 3 boulevard Bineau 92594 Levallois-Perret

Michael Page International

## TREASURY MANAGER

LONDON

c£40,000 PACKAGE

Our client is a major international marketing and To meet these challenges you are likely to be a graduate with an communications group with extensive global operations in more MCT or accountancy qualification, and will have had several than 80 countries.

Group Treasury, based in London, is responsible for the development and implementation of policies relating to cash management, funding and the control of risk. This requires an extensive and effective input to operating companies around the intellect you will have the personal qualities which will enable

laternal promotion has now created this opportunity for a young treasury professional to join a high-catibre treasury team. Reporting to the Deputy Group Treasurer, the principal area of responsibility is the supervision and development of treasury operations in Southern European and Far Eastern countries, with an emphasis on improving cash management arrangements. A second primary responsibility is the analysis and management of the group's foreign exchange and interest

years' treasury management experience in a multi-national corporate treasury team. A sound working knowledge of international cash management techniques is sought, together with experience in the analysis and control of currency and interest risks. In addition to an analytical, problem-solving you to work effectively with operating managers, outside advisers and bankers to achieve the required objectives. Some overseas travel will be required.

An attractive salary package is offered for this key appointment, and this will include the opportunity to earn performancerelated bonuses. Opportunities for further career development within the group are excellent.

Please write, in confidence, with full career and salary details to Douglas Austin, MSL International Limited, 32 Aybrook Street, London W1M 3JL. Please quote ref: 58598.



# **IT Senior** Appointments



# Applying advanced techniques to business growth.

### to £30,000 + benefits

"General Electric is a diversified technology, manufacturing and services company employing 260,000 people worldwide and generating revenues in excess of \$70 billion. Among 12 major businesses ranging from aircraft engines to broadcasting, GE Capital is one of the largest and most successful financial services companies in the world. Global Consumer Finance is one of its core businesses, providing a range of retail consumer finance packages through parmerships with prestigious blue-chip clients. We are looking for graduates to contribute to our continued expansion throughout the UK and within emerging European markets.

### Model Development Specialists

You will be responsible for developing scoring models and other statistical techniques to be used in risk management. This will involve analysing a high volume of data to determine the effectiveness of marketing initiatives, credit and risk management policy and the identification of future marketing opportunities. PC software applications

You will have a knowledge of advanced statistical techniques combined with at least 12 months' experience of modelling/data analysis. A high level of computer literacy is essential while a knowledge of programming would be useful. Alongside your

Leeds based

technical expertise, you should have the interpersonal skills to work effectively within a multi-disciplinary environment.

### Risk Analysts

You will play a key role within the risk management function which encompasses new applications, behavioural scoring, portfolio management and collections procedures. This will involve investigating and identifying innovative new tools or strategies to improve company performance.

Your degree in a numerate discipline will need to be combined with good interpersonal skills and the ability to work on your own initiative. You must have experience of working with computerised analysis packages, and a background within a directory or financial services organisation.

We offer highly attractive salary and benefits packages and, for the right people, there will be first-class prospects for career development and diversification both within GE. Capital and other GE companies.

Please write enclosing a clear and concise CV to our advising consultants, Hewitt Selection, 23 Park Drive, Hale, Altrincham, Cheshire WA15 9DG. Please quote reference 1304.



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The Manager

PENSIONS

GE Capital

Global Consumer Finance – UK

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Andrew Skarzynski on +44 0171 873 4054

**Location: Central London Based** 

## "World-Class Consultancy Leaders"

### Packages to c. £85,000

In an industry dominated by homogenous consultancies, our client stands out from the crowd. Quite simply, our client works in partnership with customers to deliver dramatic and substantial competitive advantage, through business transformation in the UK and abroad. Many consultancies make the same claim, but our client is genuinely different. They are an autonomous, independent management consulting operation within a leading European IT Services group, helping their clients to define, design and implement changes that align their business strategies with their people, the way their people work

But what about their own people? The culture within this organisation is open and supportive. Every member of the team is encouraged to shape the future direction of the

Applications are welcome from people who wish to escape the traditional hierarchies of the consulting industry and whose primary concern is to create and deliver business solutions of real significance, working in partnership with customers of varying size and Finance/Utilities

The successful application of this philosophy has created a number of opportunities for senior professionals who relish business development and are used to winning and managing assignments in the financial services or utilities markets.

### Divisional Heads

- . To head and establish a new vertical market team in an area of financial services or
- Minimum 8 years' experience in Consultancy.
- To deliver world-class consultancy services to "blue-chip" client base Combine strategic business vision with strong delivery capabilities.
- The ability to operate at the highest levels in client organisations.
- · Excellent interpersonal and communication skills.
- Demonstrable track record in Consultancy and/or financial services or utilities

### Principal/Senior Consultants

- To work seamlessly with clients building close and participative relationships.
- Business focused with a rigorous approach to the analysis of the clients' business. Strong project management skills.
- · Minimum 5 years' experience in financial services or utilities management.
- Experience of the intelligent application of technology as a business driver.
- · Excellent interpersonal and communication skills.
- It is expected that you will have the diplomacy, tenacity and versatility to contribute at the

In return, our client encourages an atmosphere of free-thinking, enabling you to flourish and progress your career working for one of Europe's leading services groups.

Rewards, as expected, are second-to-none. All positions attract a high base salary coupled with generous bonus, company car, private medical and pension schemes. To apply, please send your CV and a covering letter including current salary details and, where possible, a daytime telephone number to: Harvey Nash Pic at 13 Bruton Street, London W1X 7AH (Tel: 0171 333 0033, Fax: 0171 333 0032). Please quote reference number HN1908FT. You may also apply via http://taps.com/Harvey\_Nash

HARVEY NASH PLC

## **Group IT Director**

### **Food Sector**

This well known group enjoys a leading market position distributing fresh convenience foods into both the UK multiple retail market and across Europe. A culture of autonomy and empowerment enables its two business sectors to continue to develop at a time when retailers are taking increasing control of the supply chain.

Group IT provides functional leadership to divisional management, ensuring a cohesive systems strategy and consistency of technical standards and best practice. Key tasks will include:

- developing the cross-business synergies which strong functional IT leadership can deliver,
- looking for ways in which the group's impressive business and profit growth can be further enhanced through the application of II;

East Midlands

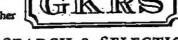
rolling out and pursuing further

c.£60,000 + Bonus + Carimprovements through the group-wide network and office platform;

ensuring the successful phased implementation of SAP R/3.

The successful candidate will have at least five years' senior management experience at a strategic level within a fast-moving consumer oriented business. Experience of manufacturing and process [control would be advantageous. A consultative style, displaying high levels of commercial awareness and technical understanding, is a key quality. In addition, outstanding communication skills and a combination of strategic vision and detail orientation are essential for success in this high profile role.

Please send a full CV in confidence to GKRS at the address below, quoting reference number 501J on both letter and envelope, and including details of



CLAREBELL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TEL: 0171 287 2820

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Will Thomas +44 171 873 3779 Clare Bellwood +44 171 873 3351



The WAST DISNEP Company.

## **Project Leader** Finance/Accounting Systems



### **Excellent Package**

The Walt Disney Company is a name known throughout the world, that is synonymous with innovation and the finest quality entertainment. Filmed Entertainment Information Services supports three major business strands of film, video and TV. Our IT consists is consequent to a profession of some of environment incorporates the application of some of

The Filmed Entertainment business in Europe now seek a Project Leader to provide them with the appropriate financial systems using bespoke and/or package solutions. This will involve initial business analysis solutions. This will involve initial through liaison with the user community, package and charles development, implementation and

Reporting to the systems manager and with technical under your control, the key challenges of the resource tracer your control, the key character of the role will be your project management of internal and external resources combined with the analytical ability to identify the best solutions to user problems. There is a strong "hands-on" element to the role and the successful candidate must be able to demonstrate

### **Location: West London**

accounting system implementation experience with recent knowledge of LAN/PC and/or mid-range accounting systems such as JD Edwards, Coda or Sun Account. In addition, you should have at least 3-5 years project delivery experience. Of graduate calibre ildeally with an accountancy qualification) you should be familiar with general accounting and financial reporting, preferably gained in an entertainment, FMCG, retail or financial services environment.

This is an excellent opportunity for a key individual to work within the exciting and dynamic business environment at Walt Disney. You will experience the benefits of working within a growing organisation where new business opportunities and expansion could

To apply please send an up-to-date CV, including salarydetails and a daytime telephone number to the advising consultants, at Harvey Nash Plc, 13 Bruton Street, London W1X 7AH. (Tel: 0171 333 0033).



MANDARIN CHINESE **Analyst Programmer** 

**RPG 400** 

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Excellent Salary & Benefits

Please call Mary Lou Hayes

GRADUATE APPOINTMENTS

Tel: 0171 379 0333 Fax: 0171 379 0113

**Senior Business Analysts** 

Senior Business Analysts must be able to show strong structured

analytical experience preferably in an Object Oriented environment with

an understanding of how large financial organisations identify and control

risk. A good grasp of one or more of the following product areas is

You will have at least two years' experience of a number of front office

trading systems with six months+ in front/middle office. In addition, a

strong statistical background is required to assist in the definition of risk

You will typically have at least two years' experience in trading risk or front office environments with six months+ in front/middle office. In

addition, a strong statistical background is required to assist in the

Foreign Exchange and their derivatives. Your skills will include structured

analysis and design in an Object Oriented environment with knowledge

required: Fixed Income, Equity, Money Market and Foreign Exchange.



## IT City Appointments



## RISK – Professionals

Management Systems

AMS's business is to partner with clients to achieve breakthrough performance through the intelligent use of information technology. AMS is a business and information technology consulting firm that provides a full range of services: business re-engineering, change management, systems integration and systems development and implementation. AMS, which completed its 26th consecutive year of growth, has 6,000 consultants working in 47 offices worldwide. AMS's European revenues have grown at an annual rate of 97%, making the firm the fastest growing consultancy in Europe.

The RISK practice of AMS is focused on larger financial institutions. Through our 10 European offices, we assist our clients with a range of consulting services that help bridge the gap between best practices finance theory and current state. Our expertise includes mathematical concepts, organisational design, risk controlling and information technology.

Positions are now available to work initially in Europe on the design and implementation of Global Risk Management Systems. Our culture is driven by producing measurable results for our clients. We interface with all levels of the client organisation. We deliver a range of tangible benefits such as data warehousing, VAR reports, risk engines and change management programs.

## UK ♦ NETHERLANDS ♦ GERMANY ♦ FRANCE

## C++ Analyst Programmers

Analyst Programmers are required with a minimum of two years' ncial systems development experience of Object Oriented design and ment concepts using C++. Although Sybase Version 10 or other

RDBMS would be ideal, it is not essential. Working in highly focused business systems groups, your role will be to develop OO solutions for complex and dynamic risk systems. The ability to translate business ideas into re-usable components is critical.

You must have a basic understanding of trading products - primarily interest rate based and derivatives - with a working knowledge of Unix, preferably Solaris or HP-UX. ideally you will have spent at least two years' in the areas of trading risk or front office systems with six months+ in

## Database Architect - Sybase

A talented Database Architect is required with a detailed understanding of database development concepts and at least two years' financial systems experience, using all Sybase products including supporting development utilising Replication Server.

A background in trading risk or front office systems - primarily interest rate based and derivatives - with six months+ in front/middle office is

definition of risk management methodologies. You must be capable of defining the mathematics behind one or more of the following product ranges: Fixed Income, Equity, Money Market and

management methodologies.

£45-55.000

Financial Engineers

of the use of MS Excel or other spreadsheets.

Ref: 053/96

For a detailed discussion regarding any of the above positions please contact us quoting the appropriate reference.

1 Groveland Court, Bow Lane, London EC4M 9EH. Tel: 0171 236 4288 or 0171 248 0393. Fac 0171 236 4277. E-mail: info@citlelite.co.uk http://www.citlelite.co.uk

parallel

### Derivatives Software Support & Consultancy Services



£Excellent

+Bonus

City

Renaissance Software is a premier supplier of trading and risk management software within the Capital markets. Established in California and with offices around the world we have a reputation both for excellence in the innovation and quality of our products and for the calibre and expertise of our people.

As a result of continued success in Europe we wish to expand our Client Account Development Team and our Quantitative Unit in London. Our requirement is for high-calibre professionals with a proven background in derivatives products. These are key positions calling for strong client/project management and quantitative analysis skills. Expertise in either systems integration or financial modelling are an advantage.

Self motivation and strong presentation and communication skills are seen as pre-requisites as is the flexibility to travel to overseas client sites when necessary.

Responsibilities will include identification of client product needs and opportunities and development and consultancy on implementations. These are exceptional opportunities offering substantial rewards and rapid career progression for the right candidates.



WALKER

St. himes's London SWIY of I

1012 (1) 71 839 4444 Eax: 0171 839 5857

Please write or phone in confidence to our advising consultant Jane Moore at: ARC International, Recruitment & Consultancy Services,

15/16 New Burlington Street, London W1X 1FF.

Tel: 0171-287 2525 Fax: 0171-287 9688. E-mail arc@itjobs.co.uk.

## BANKING/FINANCIAL

### DERIVATIVES

to \$45k BANK BENS

Business analysts with an in-depth knowledge of either Risk Management or Derivatives are required to join this leading world bank. Your brief will include the analysis of new systems, as well as the on-going development of new valuation and pricing models. A strong academic background coupled with a knowledge of C/C++, SYBASE and Client/Server architecture is a distinct advantage. Superb opportunities to join this truly elite team.

### OTC DERIVATIVES

Top Player in currency derivatives requires high calibre candidates with research level mathematics expertise and a good understanding of financial markets. As an integral HANK BENS member of this leading research team your brief will include analytics, development Monte Carlo simulations and complex pricing and risk analysis to identify opportunities in the market. Outstanding opportunities for ambitious individuals who could eventually be running their own Derivatives team in 12-18 months.

### C++/MATHS

ADVERTISEMENT IN THE FINANCIAL Times you are reaching the WORLD'S RUSINESS COMMUNITY.

Two financial engineers required with solid mathematics and C++ expertise. As integral members of a team supplying market risk information for fixed income, your primary activities will include relative value analysis, statistics and development of pricing tools for the trading desks. Highly numerate technicians with superior intellect need only apply.

## PROJECT MANAGER/TRADING SYSTEMS

The Equities division of this leading international Investment Bank requires an experienced project manager with solid trading systems, C++ and leadership skills. You will have full budget management control and provide a 'hands on'

C or C++/UNIX

Premier Investment Bank requires high calibre developers. Based on the trading floor, you will develop analytic applications supporting a diverse group of Fixed Income products. Environment is SUN/UNIX/C/ SYBASE moving to Object-Oriented architecture including C++, Rogue Wave fibraries, Object Centre and Rational Rose. Good degree, strong C/C++ programming and solid design skills. Preference given to candidates with SYBASE and financial expertise.

approach to successful delivery of systems. Excellent

opportunity for a 'technical' team leader to broaden their

### RISK MANAGEMENT

Top class developers with at least 18 months' SYBASE and C++ are required to join this leading international consultancy. You should have a demonstrable interest in the financial markets as well as the resilience to work in an extremely fast moving environment. Excellent prospects including European travel and rapid

We have many more. Our consultants have an in-depth understanding of this market and how it can work best for you, so please call isabel Blackley or Paul Wilkins on 0171-287 2525 to discuss your options. Alternatively please send, fax or e-mail your CV to us at: ARC International, Recruitment & Consultancy Services, 15-16 New Burlington St, London WIX 1FF.

Tel: 0171-287 2525



Fax: 0171-287 9688

## CREDIT SUISSE FINANCIAL PRODUCTS

### IT Auditor/Consultant

### London

£ Exceptional Package

Credit Suisse Financial Products continues to enjoy outstanding success in the highly competitive and dynamic environment of derivative products. The achievement of being voted "Derivatives House of the Year 1995" by Euromoney confirms our pre-eminence and our commitment to innovation and excellence. This is directly associated with our development and use of leading-edge information technology. Continued expansion in this field has created an opening for an experienced IT/accounting professional, seeking an opportunity to develop a strong understanding of the global derivatives market. This remit will also extend to Credit Suisse London before offering Credit Suisse, London, hence offering exposure to a full range of banking

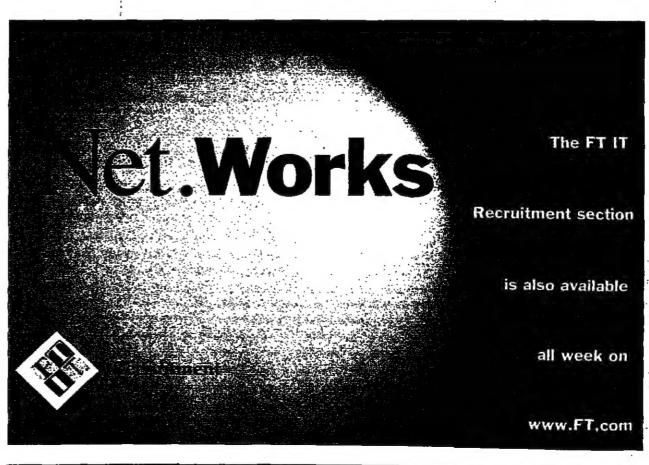
Forming part of the London based Audit Group, this role will offer you the chance to make a significant contribution by providing solutions which will enhance controls and improve business processes. You will work independently on technical

IT reviews and also extensively with the financial auditors, planning and performing integrated business audits. Involvement in development projects, aimed at maintaining the bank's competitive edge, will be an integral part of the role. There will be limited travel to locations such as New York. Tokyo and

You will ideally be a qualified accountant, aged 26-30, working within a big 6' firm or another financial institution, with experience of new technology platforms. You should also be experienced in modern development techniques and complex business requirements, enabling you to make recommendations to senior

In return for your expertise and commitment you will benefit from an excellent remuneration package. This will include a competitive basic salary, performance related bonus, car allowance and other banking benefits.

Interested applicants should forward a CV in the strictest confidence to our retained advisers, Guy Townsend or Robert Walker of Walker Hamili Executive Selection, quoting



## For Banking, Finance & General Appointments please turn to pages

14-19 or contact:

Robert Hunt +44 171 873 4153 Toby Finden-Crofts +44 171 873 3456 Andrew Skarzynski +44 171 873 4054

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